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Gedling Borough Council

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

Agenda

Overview and Scrutiny Committee

Date: **Monday 16 November 2026**

Time: **5.30 pm**

Place: **Council Chamber**

For any further information please contact:

Democratic Services

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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

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MINUTES
OVERVIEW AND SCRUTINY COMMITTEE

Monday 12 October 2026

Councillor Catherine Pope (Chair)

Councillor David Brocklebank	Councillor Rachael Ellis
Councillor Roy Allan	Councillor Ron McCrossen
Councillor Jim Creamer	Councillor Andrew Meads
Councillor Andrew Dunkin	Councillor Grahame Pope

Absent: M Adams, Roxanne Ellis, D Maltby, S Smith

Officers in Attendance: B Hopewell, L Juby, E McGinlay and D Reason

Guests in Attendance: H Wheeler

11 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

None.

12 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 27 JULY 2026.

RESOLVED:

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

13 DECLARATION OF INTERESTS.

None.

14 PROGRAMME OF PORTFOLIO HOLDER PERFORMANCE.

Members welcomed Councillor Henry Wheeler, Portfolio Holder for Lifestyles, Health and Wellbeing, to the meeting to examine his portfolio.

Councillor Wheeler delivered a presentation providing an update on key areas within his portfolio, including leisure service performance, the Carlton Active proposals, existing leisure facilities and the Council's health and wellbeing services.

Members heard that the Council's leisure facilities continued to attract significant numbers of users through swimming lessons, leisure memberships and specialist schemes, including memberships for

members of the Armed Forces and care leavers. Although performance remained strong, attendance had been affected by temporary problems with the swimming pool at Calverton Leisure Centre and competition from a new private gym in Arnold.

The Portfolio Holder provided an update on Carlton Active and advised that the proposals had been informed by more than 2,250 consultation responses, stakeholder workshops and engagement with residents, leisure users, health partners and organisations representing people with disabilities and additional needs. Members heard that the proposed facility had been designed to improve accessibility and safety through measures including step-free access, specialist accessible facilities, a pool pod, quiet areas, CCTV and appropriate staff supervision.

Members were advised that the swimming pools, fitness facilities and health and wellbeing services currently provided at Carlton Forum would transfer to Carlton Active. The Council was working with Nottinghamshire County Council and the Redhill Academy Trust to explore the retention of the existing sports hall for school, club and community use. However, the future management arrangements had not yet been agreed, and there was no equivalent commitment to retain the existing squash court.

The Portfolio Holder also outlined the work being undertaken through Gedling Health to support residents with a range of health conditions, including diabetes, heart conditions, arthritis, obesity, cancer recovery, Parkinson's disease and mobility difficulties. The programmes were delivered with GPs, NHS services, physiotherapists, social prescribing link workers and community organisations. Members viewed examples of participants describing improvements to their balance, mobility, physical health and wellbeing.

Members heard that maintaining ageing leisure facilities remained a significant operational and financial challenge. Updates were provided on planned roof repairs and gym improvements at Redhill Leisure Centre, while the proposed Carlton Active facility would incorporate modern energy and sustainability measures. Officers also informed Members that Gedling Health had been shortlisted for a Gym Innovation Award at the National Fitness Awards.

The Chair then gave Members the opportunity to ask questions.

Members asked how the design of Carlton Active would address the privacy and personal safety of women and girls, particularly within the proposed mixed changing village.

The Portfolio Holder and officers advised that changing cubicles would incorporate anti-peep measures, including floor-to-ceiling barriers. The group changing provision would be flexible and could be adapted for use as gender-specific changing facilities if required. Communal showers

and private shower cubicles would also be provided. Officers added that privacy and safety would be supported through staff training, safeguarding arrangements and clear expectations regarding customer behaviour.

Members asked whether the sports hall and squash court at Carlton Forum would remain available following the opening of Carlton Active.

Officers said that the Council was committed to seeking the retention of the sports hall, but this would require agreement with Nottinghamshire County Council and the Redhill Academy Trust. Future management arrangements remained under discussion. There was no equivalent commitment concerning the squash court, although Members' concerns about the loss of squash facilities across the Borough were noted.

Members asked whether Carlton Active had been designed to respond to climate change and future maintenance requirements.

The Portfolio Holder and officers advised that the facility would include solar panels, air-source heat pumps and air conditioning. The building was intended to be energy efficient, as carbon neutral as reasonably possible and suitable for use by future generations. Officers advised that a lifespan of at least 50 years was the aim for a development of this kind.

Councillor Grahame Pope left the meeting.

Members asked when the roof repairs and replacement of gym equipment at Redhill Leisure Centre would be completed.

Officers advised that procurement was underway for further investigation and repair of the roof. The roof work needed to be addressed before the new gym equipment was installed. The intention was to replace the equipment during 2027, ideally before the end of the 2026/27 financial year, although the timetable remained subject to the outcome of the investigations and procurement process.

Councillor Grahame Pope joined the meeting.

Members asked how residents and representative organisations would continue to be involved in the development of Carlton Active.

The Portfolio Holder and officers advised that further engagement would take place as the project progressed. Current activity included a drop-in session and door-to-door engagement with residents living near the demolition site, together with noise and vibration monitoring. Members heard that engagement had also taken place with sports clubs, youth services, NHS and public health partners, social prescribing services and organisations supporting older residents.

Members congratulated the Portfolio Holder and officers on Gedling Health being shortlisted for a national award and placed on record their appreciation of the work undertaken by leisure and health staff.

RESOLVED:

To thank Councillor Wheeler for attending the meeting and the information provided.

15 UPDATE ON LOCAL GOVERNMENT REORGANISATION (LGR).

The Chief Digital and Customer Officer delivered a presentation providing an update on Local Government Reorganisation following earlier briefings provided to Members.

Members were advised that, on 7 September 2026, the Secretary of State had announced the withdrawal of Local Government Reorganisation decisions in four areas and a pause and rapid review in 14 other areas, including Nottingham and Nottinghamshire. The decision previously announced for Nottingham and Nottinghamshire had therefore been paused rather than withdrawn.

Officers explained that the reasons given for the review included the need to ensure that the process was robust, legally compliant and capable of taking account of representations concerning the approach and pace of reorganisation.

Members heard that the Government remained committed to Local Government Reorganisation and the creation of unitary councils. It was emphasised that the programme had not been withdrawn in Nottingham and Nottinghamshire and that the Government intended to complete its review at pace.

It was noted that elections would take place in May 2027 on the existing council boundaries. This differed from the previous expectation that elections would be held for shadow unitary authorities. Officers advised that Members elected in May 2027 would ordinarily serve four-year terms unless a subsequent structural change order provided otherwise.

Officers advised that the nine councils across Nottingham and Nottinghamshire had continued to work collaboratively and would maintain appropriate joint working during the review period.

Members heard that the scope, duration and likely outcome of the Government’s review were not yet known. There was also no confirmed revised timetable for Local Government Reorganisation or clarity regarding the extent and pace of future local activity.

Officers explained that the uncertainty created challenges for procurement, contract renewal, recruitment and workforce retention.

However, the Government had confirmed that “decision-neutral” preparatory work could continue and that work already undertaken had not been wasted.

The Chair asked for an example of decision-neutral activity.

Officers explained that work to identify existing digital systems, suppliers, data and customer requirements could continue because such information would be required regardless of the eventual structure of the new authority. Preparatory work to understand what would be required to maintain services from the first day of any new arrangements could also continue.

Officers confirmed that the Council remained focused on delivering its current priorities while further clarity was awaited.

RESOLVED:

To note the update on Local Government Reorganisation.

16 RESPONSE TO THE FLY TIPPING, LITTER AND WASTE MANAGEMENT RECOMMENDATIONS.

The Democratic Services Manager introduced a report, which had been circulated in advance of the meeting, setting out Cabinet’s response to the recommendations of the Fly Tipping, Litter and Waste Management Working Group.

Members were advised that Cabinet had accepted the recommendations, with Recommendation 9, concerning CCTV and other enforcement tools, accepted in part because of the associated financial and resource implications.

It was noted that Cabinet’s responses referred to a number of actions and areas of collaborative working that were already underway. Officers would continue to share the recommendations with the relevant service areas, including the Communications and Environmental Services teams, and support their implementation.

Members were advised that the Committee would review progress against the recommendations after approximately six months, with an update provisionally expected in March 2027.

Members welcomed Cabinet’s positive response and looked forward to the agreed recommendations being implemented alongside the Council’s other ongoing responsibilities.

RESOLVED:

To note Cabinet's response to the recommendations of the Fly Tipping, Litter and Waste Management Working Group.

17 SCRUTINY WORK PROGRAMME.

The Democratic Services Manager introduced a report, which had been circulated in advance of the meeting, providing an update on the Scrutiny Work Programme.

Members were advised that, in view of the uncertainty surrounding Local Government Reorganisation, it would be appropriate to retain the existing work programme for the time being. A further Local Government Reorganisation update was scheduled for January 2027, by which time it was hoped that additional information would be available.

It was noted that partner organisations and Portfolio Holders had been confirmed for forthcoming meetings through to the end of the municipal year. The next meeting was scheduled to include the annual scrutiny report, an update on the Council's artificial intelligence policy and an update on carbon management. The Corporate Risk Management Review would also continue to be reported to the Committee following its consideration by the Audit Committee.

Members asked whether suitable polling stations had been identified for the May 2027 elections, particularly given that the Richard Herrod Centre would no longer be available.

The Democratic Services Manager confirmed that a review of polling stations would be undertaken and that any necessary changes would be reported to a future Council meeting.

Members agreed that the existing work programme was already substantial and should remain unchanged for the time being. It was noted that the Committee may need to respond flexibly to future announcements concerning Local Government Reorganisation.

Members also noted that, if the Council continued to operate beyond the previously anticipated timescale, there may be opportunities to establish a further scrutiny working group.

The potential impact of artificial intelligence on Council operations was suggested as one possible area for more detailed review, although Members agreed that this should be considered after the scheduled artificial intelligence policy update.

RESOLVED:

To note the Scrutiny Work Programme.

18 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 7.50 pm

Signed by Chair:
Date:

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Report to Overview and Scrutiny Committee

Subject: Partnership review – Hope Nottingham

Date: 16 November 2026

Author: Democratic Services Manager

Purpose

To consider the work of Hope Nottingham 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

Hope Nottingham 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: 16 November 2026

Author: Democratic Services Manager

Purpose

To consider the area of responsibility of Councillor Kathryn Fox, Portfolio Holder for Life Chances and Vulnerability, 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. 2026/27 programme of portfolio holder attendance

Councillor Kathryn Fox, Portfolio Holder for Life Chances and Vulnerability will be attending the committee to give members the opportunity to examine her areas of responsibility which includes the below:

Councillor Kathryn Fox – Life Chances and Vulnerability

- Equalities, diversity and inclusion
- Member Champion for Women and the Disabled
- Social mobility, including links to health, education, housing, income, race and gender
- Engagement and consultation with young people, including addressing child poverty
- Youth Council and Youth Mayor
- Youth unemployment and apprenticeships, including work with schools
- Domestic violence
- Violence Against Women and Girls
- Community events
- Engagement with the voluntary sector
- Seniors' Council and other engagement forums

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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Report to Overview and Scrutiny Committee

Subject: Progress Report on the Carbon Management Strategy

Date: 16 November 2026

Author: Climate Change Manager

Wards Affected

All wards

Purpose

To update Members on the progress of the Carbon Management Strategy and Action Plan.

Key Decision

Not a key decision

Recommendation(s)

THAT:

1) Members note the summary of actions and activities undertaken by the Council

1 Background

1.1 The Carbon Management Strategy and action plan was approved by Cabinet in 2022. In July 2025, Cabinet approved the updated Carbon Management Action Plan for 2025/26. The updated plan aligns with the six themed objectives set out in the Carbon Management Strategy and is structured around 11 main action areas, supported by 22 sub-actions. Steady progress has been made across all these actions, with over half of the actions

completed, as detailed in Appendix 1. Since the last progress report was presented to Overview and Scrutiny Committee in April 2024, further strides have been made towards the climate ambition. This report highlights the main achievements.

1.2 To support the Council's ongoing work to reduce its carbon emissions, APSE was commissioned to refresh and calculate the Council's carbon footprint, as they did in 2019 and in subsequent years. The latest assessment uses data from August 2024 to July 2025 and covers Scope 1 (gas consumption and fleet fuel use) and Scope 2 (electricity consumption). The results are summarised below.
The table demonstrates that overall, Scope 1 and 2 emissions have reduced by 50% since 2019/20, representing a significant improvement. The most substantial reduction arises from the change in fleet fuel use in April 2023, when the Council transitioned from diesel to Hydrogenated Vegetable Oil (HVO).

Further detail is provided in Appendix 2.

Emissions Source	Scope	2019/2020 Tonnes CO2e	2024/2025 Tonnes CO2e	Difference
Natural Gas	1	499	520	4%
Vehicles	1	813	60	-93%
Electricity	2	363	250	-31%
Total		**1,675**	**830**	**-50%**

1.3 Scope 3 emissions are indirect emissions that arise from the upstream and downstream activities of an organisation. There are 15 recognised Scope 3 categories, and the Council has assessed 10 of these to understand the scale and nature of its indirect emissions.

Scope 3 Emissions Summary

Emissions Source	Scope	2019 Tonnes CO2e	2024/2025 Tonnes CO2e	Difference
Natural Gas WTT	3	N/A	86	
Council Vehicle Fuel Oil WTT	3	N/A	195	
Electricity T&D	3	N/A	97	
Business Travel Vehicle	3	N/A	9.8	
Water Supply	3	N/A	1.5	
Water Treatment	3	N/A	1.3	
Waste from Council operations	3	N/A	0.7	
Recycling from Council operations	3	N/A	0.2	
Commute to Work	3	N/A	150	
Work from Home	3	N/A	45	
Scope 3 Total		0	**586**	
Total of all scope (1, 2 & 3)			***1,416 (net 1,414)**	**-15%**

**the gross emissions are 1,416 t CO2e, net emissions are 1,414 t CO2e, the net emissions are calculated by*

deducting 2 tCO2e from the gross emissions, as this is an offset from electricity that is exported to the grid that is generated by solar panels.

Scope 3 emissions typically account for 85–95% of an organisation's total carbon footprint. The Council has therefore assessed the most relevant categories to provide a meaningful understanding of its indirect emissions.

Scope 3 emissions have increased from 512 tCO_2e in 2022/23 to 586 tCO_2e in 2024/25**,** an increase of 74 tonnes**.** This rise reflects improved data capture and the inclusion of additional categories.

Despite this, when compared to the 2019 baseline, overall emissions across Scopes 1, 2 and 3 have reduced by 261 tCO_2e, representing a 15% reduction**.** This demonstrates continued progress in reducing the Council's total carbon footprint, even with the expanded reporting boundary that now includes Scope 3 emissions. Further detail provided in Appendix 2.

1.4 In January 2024, a climate impact assessment was introduced, to be completed for any project, policy, decision where there are identified carbon impacts and appended to decision reports. Similar format to the Equality Impact Assessment. The main themes are - Transport, Energy, Natural Resources & Climate Change, Waste Reduction & Recycling, Blue-Green Infrastructure/Biodiversity, these themes align with the Council's Environment Policy. If negative impacts can't be avoided the Council need to consider whether the decision/action is justified. Positive impacts are highlighted and promoted where possible.

1.5 Between January and May 2024, to promote and encourage cycling in the borough, the Council installed cycle lockers. 6 high security lockers at Redhill Leisure Centre in Arnold and 7 lockers at the Arnot Hill park, for people visiting the civic centre or park, the latter was funded through the Safer Street Funding via the Nottinghamshire Police & Crime Commissioner.

1.6 To date, 75 members of staff have completed accredited Carbon Literacy training, including the Senior Leadership Team and Cabinet Members. Mandatory sustainability and climate training for all staff also continues to be delivered. The course provides essential information and practical guidance to support improved climate and sustainability practices across the organisation. To date, 253 staff have completed the training out of 454 registered users.

1.7 The Council has installed four 7kW electric vehicle charging points at the Civic Centre in Arnot Hill Park and a further six at Gedling Country Park. In total, 35 charging points have now been installed across ten Council-owned car parks within the borough. Usage data shows that the most frequently used chargers are the ultra-rapid 55kW units located at High Street Car Park, Arnold; Haywood Road Car Park, Mapperley; and St Albans Road Car Park, Arnold.

1.8 A collaborative bid led by Nottingham City Council has successfully secured £287,000 of Government funding from Innovate UK through the Fast Followers competition. The bid was submitted in partnership with Gedling Borough Council, Nottinghamshire County Council, Derby City Council, Derbyshire County Council, Broxtowe Borough Council and Rushcliffe Borough Council. Funded by the Department for Energy Security and Net Zero and Innovate UK, the project aims to develop an efficient and scalable route to net zero for councils within the D2N2 / East Midlands Combined County Authority (EMCCA) area. The project commenced in July 2023 and concluded in June 2025, with a final report produced in September 2025 (further detail provided in Appendix 3).

1.9 As part of the Innovate UK Fast Followers Project, the Council hosted the event *"Our Future for a Cleaner, Greener Gedling"* at the Bonington Theatre on World Environment Day, 5 June 2025. The event used a creative, case-study-led approach, including short films designed to demystify the process of "going green" by showcasing practical local examples and speakers from within the borough. More than 85 people attended, and live feedback collected on the day indicated overwhelmingly positive responses.

1.10 The Climate Change Manager has been working with consultants since Spring 2024 on the development of the Local Area Energy Plan (LAEP), funded by the East Midlands Combined County Authority (EMCCA). The LAEP is a data-driven, whole-energy-system, evidence-based approach that identifies the most effective route for an area to contribute to the national net zero target, while also supporting local carbon-reduction ambitions. The Gedling LAEP is expected to be a valuable tool for strategic decision-making and project development. It will support a place-based approach to decarbonisation, provide a clear pathway for transforming the region's energy system, and help the Council contribute to both local and national net zero objectives.

1.11 In January 2025, the Council updated its Advertising and Sponsorship Policy to include *high-carbon products* on the list of items unlikely to be accepted for advertising or sponsorship. This change reflects the Council's commitment to reducing carbon emissions and ensuring that its commercial activities align with its wider environmental objectives.

1.12 The Council has also been recognised for its actions to address the climate emergency. Climate Emergency UK assessed all councils nationally during 2024 across seven areas, scoring each authority on the extent to which they are delivering climate actions aligned with achieving net zero. Gedling Borough Council received a score of 36%**,** published in July 2025. This was the highest score among the seven borough and district councils in Nottinghamshire, reflecting the Council's continued progress and commitment to climate action.

1.13 In March 2025, the Council was successful in securing a fully funded Fleet and Infrastructure Review through the Midlands Net Zero Hub. The report and dashboard provides a comprehensive assessment of the Council's current fleet operations and depot infrastructure and will be a valuable evidence base to support future funding applications for fleet electrification and associated depot upgrades.

1.14 The Climate Change Manager has continued to engage regularly with a range of community groups throughout the year, providing support, advice and updates on the Council's climate work. In particular, the Manager meets quarterly with the two established climate groups in the borough: the Gedling Climate Group and the Burton Joyce Climate Action Group. The Council has also worked collaboratively with partners at major community events, including those held at Arnot Hill Park and Gedling Country Park, to promote sustainability and climate-change awareness and to engage directly with residents and stakeholders.

1.15 In October 2025, a bespoke business-focused event was delivered in collaboration with the Economic Regeneration Team to update local businesses on the Council's sustainability journey to date. The event also featured speakers from the East Midlands Combined County Authority on regional policy and green-growth opportunities, a case study from a local business outlining its decarbonisation journey, and information on available grant funding. Networking opportunities were also provided. A total of 25 attendees participated, and overall feedback was positive.

1.16 The Climate Change Manager has refreshed and rebranded the climate-related content on the Council's website, incorporating new information and resources for residents. This includes a dedicated section on *Grants and Support for Residents* and the addition of case-study videos under the 'Greener Gedling' theme, showcasing local examples of positive climate action.

1.17 In 2024/25 a total of 3030 trees have been successfully planted. 1,320 trees funded through the Trees for climate were planted at Digby Park, 108 trees funded through the Urban Tree Challenge Fund. 1,602 trees were planted at Gedling Country Park through external funding obtained by the Friends of Group. Ongoing establishment and maintenance arrangements are in place to support tree survival and ensure long-term environmental benefits.

1.18 In October 2025, the Council endorsed the adoption of the EMCCA Regional Local Retrofit Strategy, which sets out the strategic approach for improving the energy efficiency of homes across the region. In 2025/26, the Council joined a consortium of local authorities led by Nottinghamshire County Council to deliver the Energy Company Obligation (ECO4) and Warm Homes Local Grant schemes. Under ECO4, a total of 57 measures were installed in homes within the borough, including boiler upgrades and wall and loft insulation. The ECO4 scheme has now concluded. The Warm Homes Local Grant scheme, which runs until 2028, solar panels have so far been installed in four homes in the borough, with further installations expected as the scheme progresses.

2 Proposal

2.1 It is proposed that members note the summary of actions and activities already undertaken by the Council.

3 Alternative Options

3.1 The alternative option would be not to report on the delivery of the Carbon Management Strategy to the Overview and Scrutiny Committee.

4 Financial Implications

4.1 There are no direct financial implications arising from this report. All projects currently in progress are being delivered within existing approved revenue and capital budgets. Some priority actions within the Strategy may give rise to future financial implications for the Council. Where this is the case, these will be assessed on a project-by-project basis and will be subject to separate reports, business cases and the necessary approvals

5 Legal Implications

5.1 There is no statutory requirement for the Council to produce a Carbon Management Strategy or to publish this progress update. This report is for noting only and does not of itself create any new statutory duties, make any regulatory decisions, or commit the Council to specific expenditure or projects.

5.2 The Council has broad powers to act to promote or improve the environmental wellbeing of its area and to take steps that are incidental to the discharge of its functions (including under the Local Government Act 2000 and the Local Government Act 1972). The Climate Change Act 2008 sets a national net zero target; while that duty sits at national level, the Strategy supports the Council in evidencing local contribution and managing legal and reputational risks associated with climate commitments.

5.3 If actions in the Carbon Management Strategy and Action Plan are progressed into individual projects, procurements or funding bids, further legal input will be required as appropriate to ensure compliant decision-making and governance, and legally robust arrangements (including procurement and contract law, grant terms/conditions, data protection and information governance, and subsidy control where relevant). The Council will also need to ensure ongoing compliance with the public sector equality duty when developing and implementing individual projects.

6 Local Government Reorganisation Implications

6.1 Local government reorganisation may alter future delivery structures and governance arrangements, but it also presents an opportunity to strengthen the strategic coordination of carbon management across a wider geography.

6.2 During the uncertainty associated with potential reorganisation and its implications for the future of the Council, the Council continues to make steady progress in delivering its Carbon Management Strategy and reducing organisational emissions.

7 Equalities Implications

7.1 The delivery of some of the priority areas of work within the Strategy may have equalities impact implications. These are considered on a project-by-project basis and individual equalities impact assessment will then be undertaken.

8 Carbon Reduction/Environmental Sustainability Implications

8.1 The progress made to date will improve the environmental sustainability of the Council and has reduced our carbon emissions. The delivery of some of the priority areas of work within the Strategy and action plan may have carbon reduction or wider sustainability implications. These are considered on a project-by project basis and individual environmental impact assessments will then be undertaken.

9 Appendices

9.1 Appendix 1 – Carbon Management Action Plan Progress Update Report

9.2 Appendix 2 – APSE 2024/25 Scope 1, 2 and 3 Carbon Emissions

9.3 Appendix 3 – Net Zero Living: Fast Followers End of Project Report

10 Background Papers

10.1 Carbon Management Strategy and Action Plan

11 Reasons for Recommendations

11.1 To update Members on the progress of the Carbon Management Strategy and Action Plan, since the last update in April 2024.

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

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Carbon Management report 2025/26

Theme 1 Built Environment

Code & Title	Sub-Actions Code & Title	Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
CMP01 Develop & implement minimum energy standards in commercial and domestic properties	CMP01.01 Consider the inclusion of local energy efficiency standards through Gedling's Local Development Plan.	Assistant Director of Development	75%	An evidence-based policy had been drafted relating to local energy efficiency standards which is now being revised following the introduction of the Future Homes and Buildings Standard. This amends the Building Regulations to ensure new development meets certain standards. Planning Policy should not repeat existing requirements.
	CMP01.02 Maximise available funding (through EMCCA & other sources) promote schemes to help retrofit housing within the borough, by raising EPC standards to a minimum of a C or above.	Food, Health & Housing Manger	100%	57 Energy Company Obligation declarations signed and approved for various installations to properties – 57 Gedling households gained retrofit measures including insulation, temperature controls, boiler upgrades and renewable energy installations with properties, on average, gaining EPC improvements from band E to band C. 12 Warm Homes Local Grant referrals being processed via consortium led by Nottinghamshire County Council using funds allocated to Gedling BC. 9 Retrofit assessments complete and preparing a pipeline of installations for completion. 4 Solar installations completed in Gedling Borough at an average cost of £12,500 totalling over £50,000 spent in year 1 of scheme. Pipeline of work suggests that will achieve the funding target of 31 installations by the scheme end in spring 2028. Awaiting Government announcements of the national delivery of the £15 billion funded Warm Homes Plan and links to EMCCA and a national agency.

Code & Title	Sub-Actions Code & Title	Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
	CMP01.03 Through development of the Council Asset Management Plan review council buildings, business units and temporary accommodation properties and develop action plan for all premises to achieve a C or above.	Assistant Director – Housing & Resettlement	50%	Property condition surveys are underway and once received the Council will identify what works are required to improve and meet energy efficiency standards.
	CMP01.04 To regulate and enforce the minimum energy efficiency standard in rented accommodation	Food, Health & Housing Manger	100%	Update between the dates of 1st April 2025 and 31st March 2026: The team have issued 301 Final Licences, 311 Draft Licences and carried out 174 property inspections. In addition to this 131 properties have gone through our self-declaration process. The self declaration approach is applied to properties where a variation to an existing licence is required and to those properties that have already been inspected under the original Phase 1 scheme between 2018 and 2023 and have been assessed as low risk. The self-declaration requires that proposed landlords declare that they have inspected the property within the last six months, repaired any defects identified following this visit, assessed the property for fire safety, checked that there is working smoke detection on every level and completed any remedial works previously communicated to them by the council. The EPC status is checked for all properties for which we receive a licence under the Selective Licensing schemes. In this time 26 properties have been identified as having expired EPCs and 5

Code & Title	Sub-Actions Code & Title	Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
				properties as non-compliant (Includes properties with no EPC or where there is an EPC and it is rated F or below). Where EPCs are either missing or a score of F or below, the need to carry out steps to rectify these issues have been communicated to the licence holder as part of the selective licence process. Where the EPC is expired the requirement to carry out a new EPC would only become a legal requirement upon re-occupancy of the property so we advise the proposed licence holder that should they re-let it in the future, a new EPC would be required.
CMP02 Identify low carbon management measures & energy efficiency technologies	CMP02.01 Early consideration in the RIBA stage 2 plans for the new Carlton Leisure and Community Wellbeing Centre.	Assistant Director of Communities, Leisure & Wellbeing	100%	The RIBA 2 stage for the Carlton Active project (Carlton Leisure and Community Wellbeing Centre) has been completed and agreed at cabinet on 19 February 2026. At the end of RIBA 2, the project has developed coordinated architectural layouts, site strategy, massing, circulation, and an outline building services approach. These design decisions establish a strong foundation for reducing operational carbon, improving energy efficiency, and supporting the Council's longer-term net zero ambitions. While detailed energy modelling and embodied carbon calculations are not yet complete, the Stage 2 design demonstrates a clear and credible pathway to improved climate performance when compared with the existing facility.
	CMP02.02 Early consideration in the RIBA stage 2 plans for Ambition Arnold.	Assistant Director of Economic Growth & Regeneration	100%	The RIBA 2 stage plans for Ambition Arnold were presented and agreed at cabinet on 19 November 2025. At the end of RIBA 2, the project has developed coordinated architectural layouts, site strategy, massing, circulation, and an outline building services approach. These design decisions establish a strong foundation for reducing operational carbon, improving energy efficiency, and supporting the Council's longer-term net zero ambitions. While detailed energy modelling and embodied carbon

Code & Title	Sub-Actions Code & Title	Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
				calculations are not yet complete, the Stage 2 design demonstrates a clear and credible pathway to improved climate performance when compared with the existing facility.
CMP03 Deliver effective carbon monitoring & reporting of scope 1 (direct emissions), scope 2 and scope 3 (indirect emissions)	CMP03.01 Properties, Transport, Leisure, HR & Payroll to provide specified scope data requested by the Climate Change Manager required to calculate annual emissions	Climate Change Manager	100%	2024/2025 scope 1, 2 and 3 carbon emissions report data sourced from all service areas and report completed.
	CMP03.02 Compose a staff commuting survey for scope 3 data. Facilitate the process of capturing the data from staff.	Climate Change Manager	100%	Survey produced and discussed at Performance and Budget Board meeting. Circulated to Directors, Assistant Directors and managers to cascade to their teams on 15th July and 17th September. Results being collated before sharing with consultants to prepare for the carbon benchmarking report.
	CMP03.03 For purchased goods & services start embedding environmental standards into the procurement strategy	Procurement & Contracts Business Manager	100%	Environmental Standard Objectives have been introduced into sections 3.1 - 3.4 of the [procurement Strategy
CMP04 Continually improve the energy efficiency of the council's existing building stock and its services. Identify		Property Manager	5%	This is ongoing, based on funding opportunities as they become available.

Code & Title	Sub-Actions Code & Title	Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
existing sites that could be suitable for green technologies and infrastructure.				

Theme 2 Transport

Code & Title	Sub-Actions Code & Title	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
CMP05 Transition from fossil fuel to electric vehicles	CMP05.01 Continue to monitor & report air quality.	Community Protection Manager	100%	Each year annual status report (ASR) is submitted to DEFRA and this takes place annually in June. The report can be found on the Air Quality page of the Gedling Borough Council Web Page.
	CMP05.03 Further develop a strategy for EV charging points across Gedling owned car parks and explore external funding opportunities	Director of Operations	100%	All feasible car parks have had EV chargers installed
CMP06 Reduce emissions from Council fleet & Private Vehicle Hire	CMP06.01 Review external advice and options for electrifying the Council's vehicle fleet and trade tools (such as leaf blowers, mowers).	Assistant Director of Operations	100%	Review carried out and electrification of vehicles is not feasible within the next 2 years due to DNO supply to the depot. Review of plant carried out and electric plant purchased for parks operatives.
	CMP06.02 Introduce in-cab/handheld technology and route optimisation and explore opportunities to feedback driving style information to crews.	Chief Digital and Customer Officer Waste & Street Care Operations	65%	Work continuing with in-cab/handheld technology now implemented for Domestic and Trade crews. Rounds optimised for Garden Waste and further improvements to other rounds as well the feedback on driving style to be introduced.

Code & Title	Sub-Actions Code & Title	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
	CMP06.03 Review options for introducing a minimum emissions requirement for GBC licensed taxis.	Community Protection Manager	25%	Officers are considering how changes will impact the number of taxis on the current fleet and in particular numbers of applications for licenses. Taxi applicants for both driver and vehicles can be made to any LA both across the region and nationally. Currently the Vehicle Specification is being reviewed, and the implications of age, emissions and vehicle changes need to be weighted against the Councils Air Quality Action Plan and full report will be required for E&L following guidance from the PH and SLT

Theme 3 Energy Generation

Code & Title	Main Action Note	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
CMP07 Expand renewable energy in the borough Monitor availability of external funding and where appropriate produce business cases for renewable energy/low	Climate Change Manager (CCM) approached by EMCCA on fully funded wind turbines. CCM spoken to Properties about the feasibility of installing fully funded cluster of 8-10 turbines CCM identified a Gedling Country Park by the cafe Currently electricity usage calculated at 5000Kw per month. Proposal & PPA received and	Property Services Manager/ Climate Change Manager	25%	

Code & Title	Main Action Note	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
carbon interventions strengthened by the EMCCA Energy Strategy.	implications on the lease contract issued to Nottingham City council. Property's view is that responsibility for electricity supply, billing and associated costs will sit with Nottingham City Council. As such, any reduction in energy costs or benefit from a PPA arrangement would largely sit with the tenant rather than Gedling Borough Council. From an operational perspective, it would therefore seem more appropriate for any agreement of this nature to be considered directly with Nottingham City Council. Otherwise, this could introduce additional administration and contractual responsibility on our side without a clear benefit.			
CMP08 Increase local and low carbon solutions and identify and	Continue to work with the D2N2 Local Authority Energy Partnership, as well as the Nottinghamshire	Climate Change Manager	100%	

Code & Title	Main Action Note	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
work with key influencers/partners in the borough, such as the climate change groups, D2N2 LEAP to promote the climate change agenda.	Environmental Strategy Working Group progressing on LGR a collaborative approach on climate change. The Climate Change Manager feedback on the draft report for Gedling's Local Area Energy Plan, the final report is due in May.			
CMP09 Encourage environmental/sustainable awareness and agree appropriate communication in line with the Corporate Communications plan to promote internally and externally through environmental initiatives.	Internal and external communications activity has already begun to support environmental and sustainability awareness. Actions delivered and in progress include: • **I**nternal staff news publications: highlighting carbon reduction, environmental initiatives and sustainability awareness • Staff briefings: to raise awareness of environmental and sustainability priorities • External communications delivered through the Gedling Borough Council news publication • Environmental and sustainability content	Communications & Engagement Manager	100%	

Code & Title	Main Action Note	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
	published via Council social media channels (alongside Gedling Borough News related coverage) • Supporting information and updates published on the Council website (alongside Gedling Borough News related coverage), also included - information being planned to circulate internally & externally as part of the Pride in Place Programme • Planned external communications activity re climate, included in the Spring edition of *Contacts* Magazine • Participation in and promotion of awareness days, including Climate Week All activity is aligned with Gedling's Legacy Plan and delivered in line with the Corporate Communications Strategy, ensuring consistency with wider Council priorities and messaging. At this stage, progress reflects that communications activity is underway and continuing to			

Code & Title	Main Action Note	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
	develop. Further internal and external opportunities will be delivered as part of the Council's planned environmental and sustainability initiatives, with progress reviewed alongside campaign planning cycles.			
CMP10 Minimise the borough's waste and its impact on the environment		Assistant Director of Operations	100%	Trade food waste collections were implemented in February 2026. Simpler Recycling for domestic customers Go Live on 31 March 2026 in line with government guidance.
		Web and Online Content Manager	75%	Upgraded website includes additional information about Simpler Recycling and where to recycle additional materials not collected at the kerbside. Additional information to be added around Re-use of items on the Bulky Waste page.

Theme 6 Green Infrastructure – Carbon Offsetting

Code & Title	Sub-Actions Code & Title	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
CMP11 Carbon Offsetting	CMP11.01 Continue a programme of tree planting across the borough, maximising external funding opportunities	Parks Operations Manager	100%	Most external funding sources for these types of schemes have finished now. One offer of funding was made but did not progress as the proposed project wasn't suitable from an ecological perspective. 14 heavy standard trees have been planted in 2025-26 (4 at Arnot Hill park, 9 at GCP and 1 at Digby Park), some of which are memorial trees funded by the family.

Code & Title	Sub-Actions Code & Title	Sub-Actions Assigned To	Sub-Actions Progress Bar	Sub-Actions Latest Note
	CMP11.02 Delivery of Biodiversity Net Gain for new developments by at least 10%.	Assistant Director of Development	100%	This is an ongoing action due to the Environment Act 2021 requiring most new development to deliver at least 10% BNG. This requirement is now being secured through planning permissions through the imposition of conditions and Section 106 agreements where appropriate.

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Gedling Borough Council 2024/25 Scope 1, 2 and 3 Carbon Emissions

Report

Report produced in February 2026

APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance.

APSE Energy is APSE's local authority energy collaboration. The vision for the collaboration is to form an "effective collaboration of a large number of local authorities to enable and facilitate the local municipalisation of energy services. By this we mean the public and community, as well as private, ownership and managerial control of local energy generation, supply networks and delivery of energy efficiency works. Local authorities working together in this way would have great influence and would be able to deliver economies of scale in green energy to promote economic growth and combat fuel poverty.

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Executive Summary

This report compares the scope 1, 2 and 3 carbon emissions of the Council. The 2024/25 net carbon footprint from Scope 1, 2 & 3 emissions within Gedling Borough Council's operations is **1,414 tCO_2e.**

The chart below shows the comparison of carbon emissions from 2019 to 2024/25 where the emissions have increased by 112 tCO_2e from 2022/2023. This is due to the inclusion of Scope 3 in 2023/2024 as it is the first year the Council has included this data in its reporting. However, when compared to 2019, the Council's emissions have actually decreased by 241 tCO_2e despite the inclusion of Scope 3 in 2023/2024.

Chart showing the Council net carbon emissions from 2019 to 2024/2025

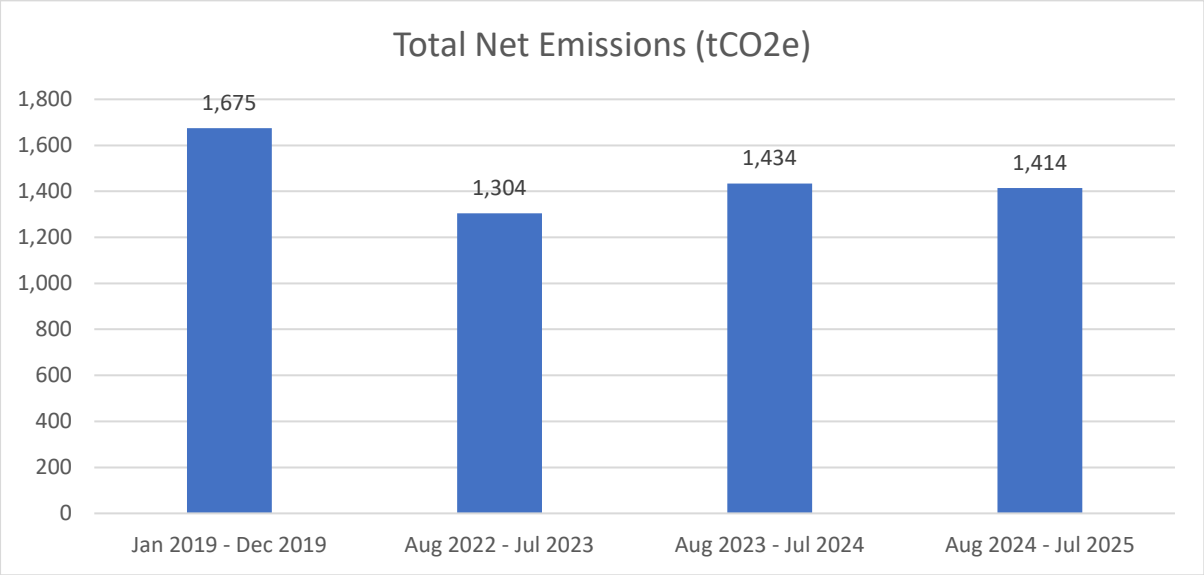
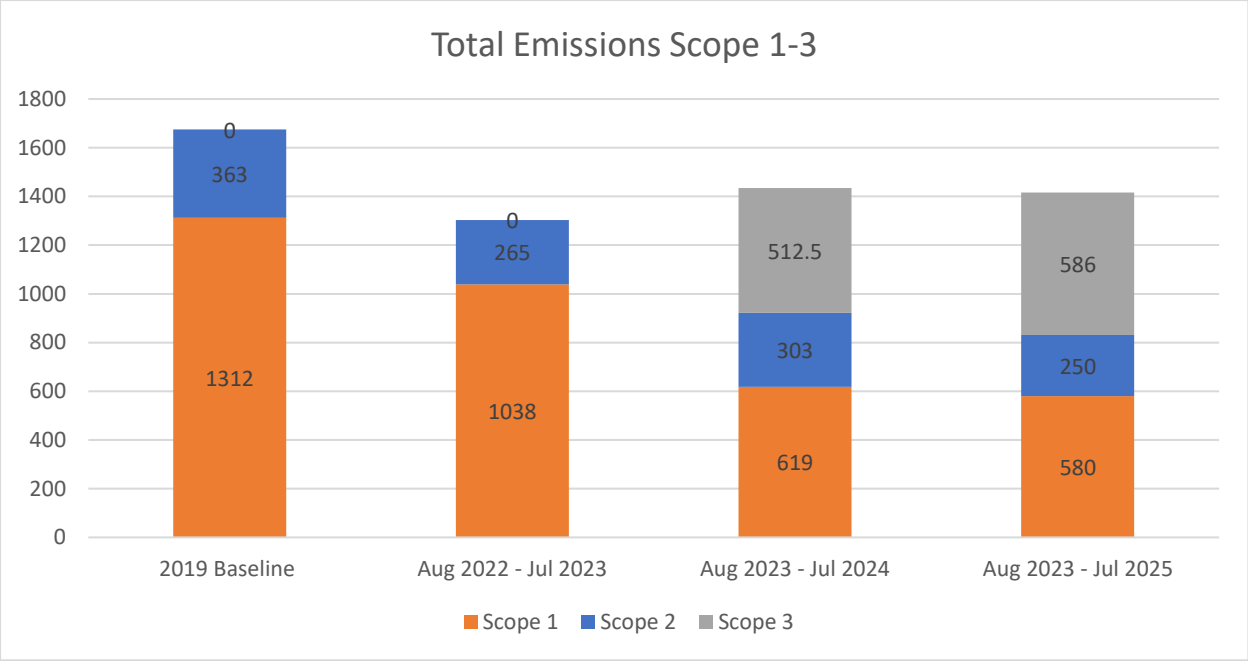


Chart showing the Council net carbon emissions scope breakdown from 2019 to 2024/2025



The gross emissions are 1,416 tCO_2e and the net emissions are 1,414 tCO_2e. The net emission are calculated by deducting 2 tCO_2e from the gross emissions as this is an offset from electricity that is exported to the grid that is generated by solar panels.

All figures and graphs have been rounded to the nearest whole number as is common practice especially with regard to large numbers. As a result, some sub-totals may not sum precisely to totals due to rounding. Related figures can be found in the associated spreadsheet Appendix A.

Gedling Borough Council Carbon Emissions

1 Introduction

This report provides an update to the carbon footprint for Gedling Borough Council which can be used to monitor performance for emitting carbon in the Council's own operations. The carbon footprint has been undertaken in accordance with best practise guidance by the Greenhouse Gas Protocol and calculated using conversion factors for the carbon dioxide equivalent (CO_2e) published by Department for Energy Security and Net Zero (DESNZ).

This report was based on data covering the period August 2024 to July 2025 and compares emissions from the baseline calendar year of 2019.

The carbon footprint is categorised into scopes, which cover:

Scope 1 (direct) emissions are from activities owned or controlled by the Council. Examples of Scope 1 emissions include emissions from combustion in council owned or controlled boilers, furnaces and vehicles.

Scope 2 (indirect) emissions are associated with purchased electricity, heat, steam and cooling. These indirect emissions are a consequence of the Council's energy use but occur at sources that the Council do not own or control. Examples include grid supplied electricity and heat provided through a heat network.

Scope 3 (other indirect) emissions are a consequence of the Council's actions that occur at sources the Council do not own or control and are not classed as Scope 2 emissions. Examples of Scope 3 emissions include business travel by means not owned or controlled by the Council (grey fleet), disposing of the Council's own waste and purchased goods in the supply chain, etc.

2 Carbon Footprint

2.1 Carbon Reporting Boundaries

The organisational boundaries determine what emissions are the responsibility of the Council or others. This can be based on who owns, operates or exerts control over certain assets. The buildings categorised under Scope 1 & 2 within this report are those where energy is purchased or acquired and consumed by the Council. The vehicles categorised under Scope 1 are vehicles that the Council own, lease and operate purely for the Council's own operations.

Scope 3 emissions are classified under 15 different categories as detailed under Appendix B. As Scope 3 emissions are under the influence of the Council, but not under its direct control, it can be difficult to obtain the necessary data to calculate the associated carbon emissions from some Scope 3 sources. One of the larger contributors to carbon emissions is purchased goods and services.

Emissions from assets a company owns and leases to another entity, but does not operate, can either be included in Scope 3 or excluded from the inventory.

In previous years the Council has just reported on Scope 1 & 2 emissions and not Scope 3. However, for the year of August 2023 – July 2024 the Council has reported on Scope 3.

Based on the data available that was provided in 2024/2025, the emissions involved in this reporting include:

Scope 1 - Direct Emissions
Natural gas used in buildings
Transport fuels (Council owned vehicles)
Scope 2 – Indirect Emissions
Electricity used in buildings
Scope 3 – Other Indirect Emissions
Gas – transmission emissions
Fuels – transmission emissions
Electricity – transmission
Water Supply
Water Treatment
Business Travel by car
Waste from Council operations
Recycling from Council operations
Employees working from home
Staff Commute to Work

The emissions from the above sources represents a good data set for a council, as it is not uncommon for councils to only have data available for electricity and gas.

A new addition for 2024/2025 is the staff commute to work data.

There are sources that are missing from the reporting, and the largest contributor is likely to be from purchased goods and services, which is generally very difficult to gather data and calculate emissions. This category includes all upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products).

Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations.

The Council should set up procedures to record all emission sources related to its operations for future reporting.

2.2 Carbon Emissions

Appendix A is an Excel spreadsheet that shows a breakdown of the emissions by source. The Council has been calculating its carbon emissions inhouse from 2019 (the baseline year). APSE Energy have calculated the carbon emissions from 2022/23 to 2024/25. Appendix A shows a summary for the emissions for all years and separate tabs showing a breakdown for each source in the most recent year (2024/25).

Emissions are calculated as carbon dioxide equivalent (CO_2e), which is a term used to combine the seven most threatening gases that have the highest Global Warming Potential. This includes carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride and nitrogen trifluoride.

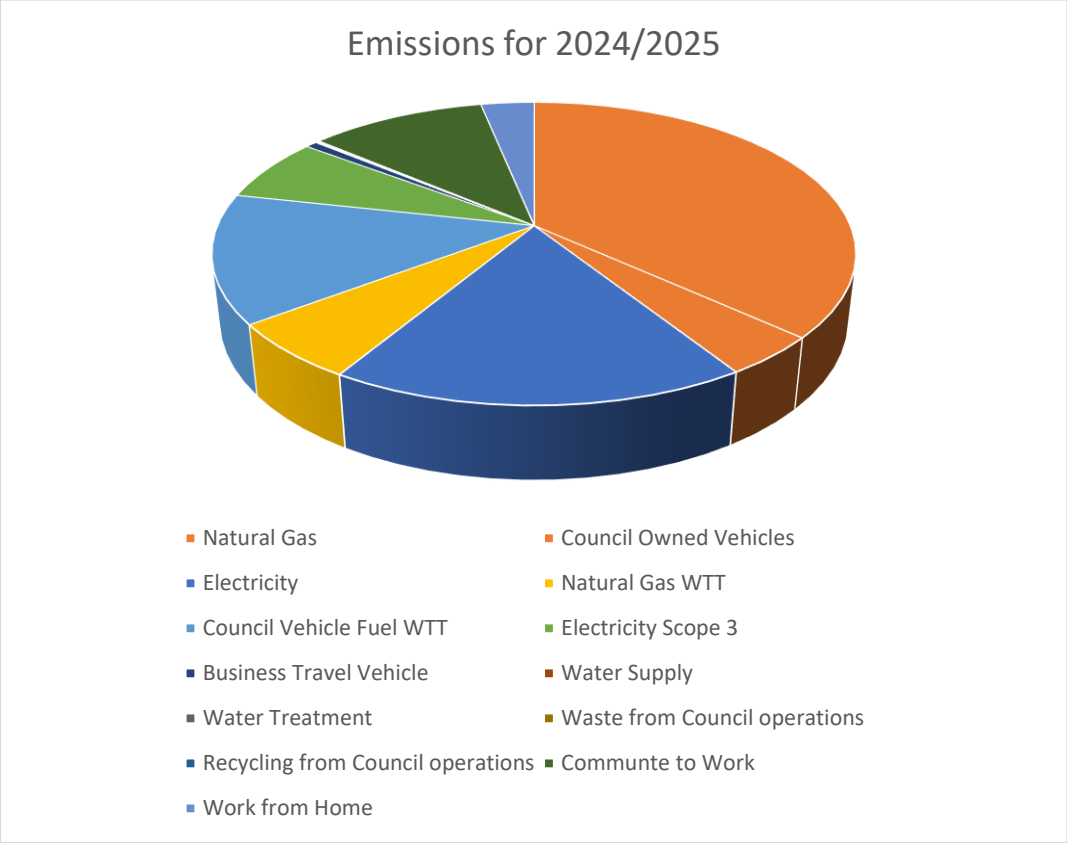
The carbon footprint has been calculated using the best data that was available to the Council during the reporting year, and it is the Council's responsibility to confirm the accuracy.

2.3 Emissions for 2024/2025

Scope 1, 2 & 3 carbon emissions by source for 2024/2025

Emissions Source	Scope	% Split	Tonnes CO2e
Natural Gas	1	36.7%	520
Council Owned Vehicles		4.3%	60
Electricity	2	17.7%	250
Scope 1&2 Total			831
Natural Gas WTT	3	6.1%	86
Council Vehicle Fuel WTT	3	13.7%	195
Electricity Scope 3	3	6.8%	97
Business Travel Vehicle	3	0.7%	9.8
Water Supply	3	0.1%	1.5
Water Treatment	3	0.1%	1.3
Waste from Council operations	3	0.1%	0.7
Recycling from Council operations	3	0.0%	0.2
Commute to Work	3	10.6%	150
Work from Home	3	3.2%	45
Scope 3 Total			586
Overall Total		**100%**	**1416**
PV Export			1.9
Net Emissions			**1414**
Outside of Scope			786

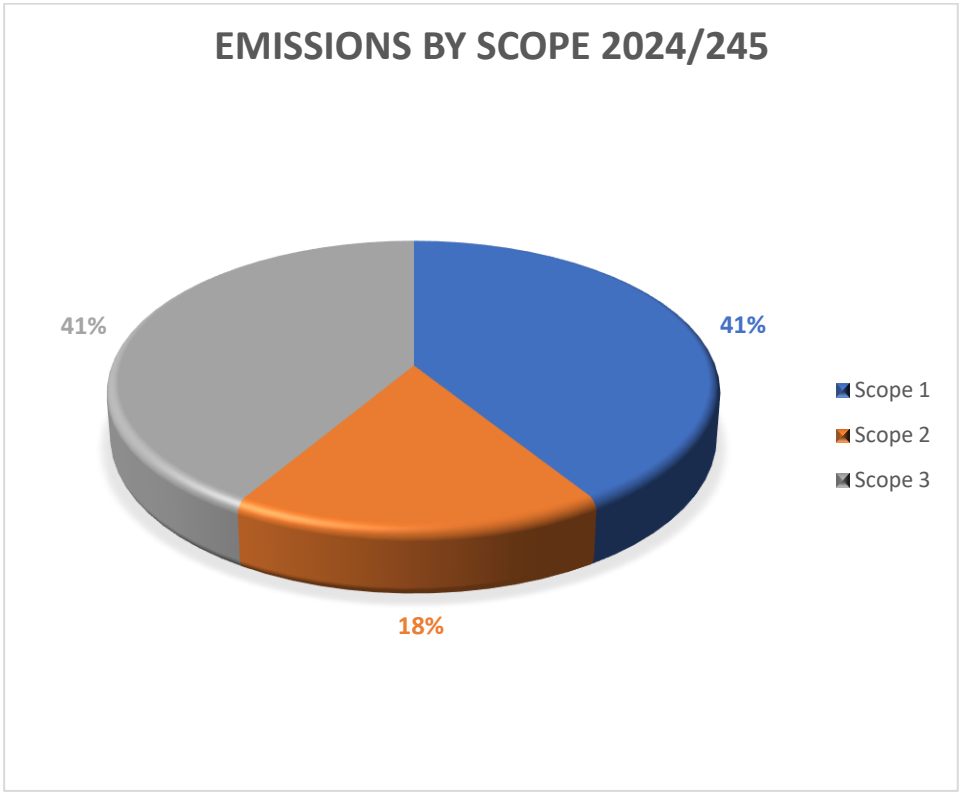
Carbon emissions by source for 2024/2025



Carbon emissions by scope for 2024/2025

2023/2024		
Emissions Source	**% Split**	**Tonnes CO2e**
Scope 1	41%	580
Scope 2	18%	250
Scope 3	41%	586
Total	**100%**	**1,416**

Carbon emissions by scope for 2024/2025



2.4 Comparison Between 2024/2025 and Baseline 2019

The table below shows a comparison of the emissions between the baseline calendar year of 2019 and August 2024 to July 2025.

Emissions Source	Scope	2019 Tonnes CO2e	2024/2025 Tonnes CO2e	Difference
Natural Gas	1	499	520	4%
Vehicles	1	813	60	-93%
Electricity	2	363	250	-31%
Scope 1&2 Total		1675	831	-50%
Natural Gas WTT	3	N/A	86	
Council Vehicle Fuel Oil WTT	3	N/A	195	
Electricity T&D	3	N/A	97	
Business Travel Vehicle	3	N/A	9.8	
Water Supply	3	N/A	1.5	
Water Treatment	3	N/A	1.3	
Waste from Council operations	3	N/A	0.7	
Recycling from Council operations	3	N/A	0.2	
Commute to Work	3	N/A	150	
Work from Home	3	N/A	45	
Scope 3 Total		0	586	
Total		**1,675**	**1,416**	**-15%**

The table shows that overall recorded emissions have decreased by 15%. This is despite the Council including Scope 3 emissions from 2023/2024 which totalled an extra 586 tCO_2e in the current year.

In a direct comparison with Scope 1&2, which were included in 2019, the emissions have decreased by 56% over the period. This was largely due to the significant 93% reduction in emissions from Council owned vehicles, caused by the transition to HVO from diesel.

2.5 Carbon Emissions Performance

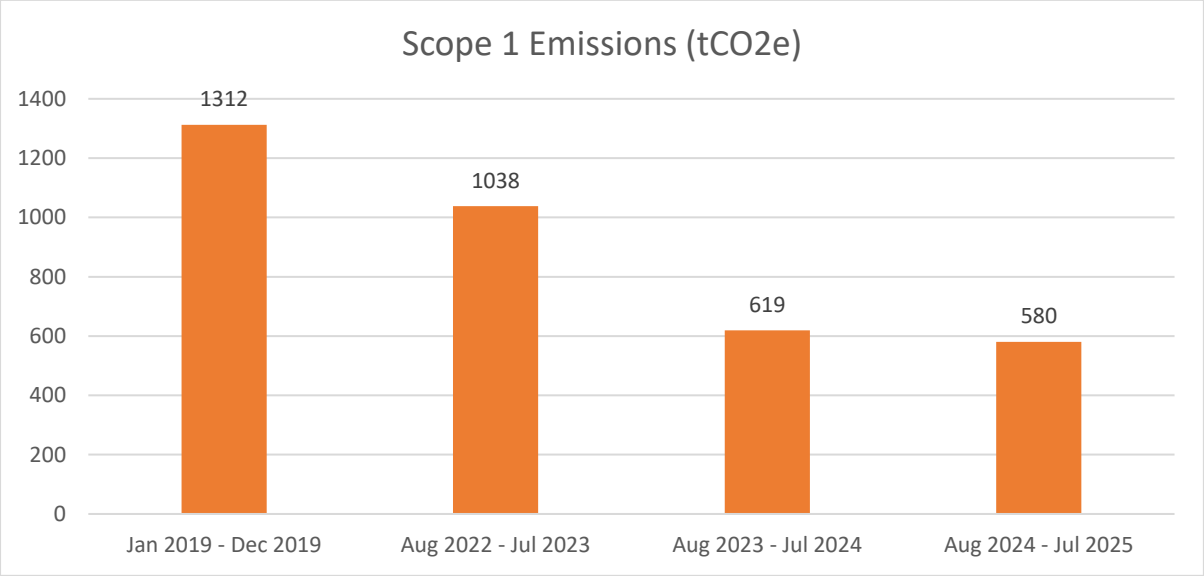
		Tonnes CO_2e		
Emissions	Baseline Year		**Reporting Year**	**Reporting Year**
	Jan 2019 - Dec 2019	Aug 2022 - Jul 2023	Aug 2023 - Jul 2024	Aug 2024 - Jul 2025
Scope 1 - Direct Emissions	**1312**	**1038**	**619**	**580**
Natural Gas	499	599	569	520
Transport Fuels (operational)	813	439	50	60
Scope 2 – Electricity Emissions	**363**	**266**	**303**	**250**
Total Scope 1 & 2 Emissions	**1,675**	**1,304**	**922**	**831**
Scope 3 – Indirect Emissions			**512**	**586**
Gas – transmission emissions (WTT)	Not Available	Not Available	94	86
Council Vehicle Fuel WTT	Not Available	Not Available	189	195
Electricity – Scope 3	Not Available	Not Available	100	97
Water Supply	Not Available	Not Available	10	1.5
Water Treatment	Not Available	Not Available	10	1.3
Business Travel by car	Not Available	Not Available	10	9.8
Waste from Council operations	Not Available	Not Available	1	0.7
Recycling from Council operations	Not Available	Not Available	0.3	0.2
Staff Commute to Work	Not Available	Not Available	Not Available	150
Working from Home	Not Available	Not Available	99	45
Total Gross Emissions	**1,675**	**1,304**	**1,434**	**1,416**
Carbon offset/ Renewable Co2 Avoided				
Solar PV Exported	Not Available	Not Available	Not Available	1.9
Total Net Emissions	**1,675**	**1,304**	**1,434**	**1,414**
Further Information				
Out of Scope				
Consumption of HVO	Not Available	339	777	786
Renewable CO2 Avoided				
Carbon savings for solar PV electricity generated and consumed on site	Not Available	Not Available	5.700972674	1.8
Time Period	Jan 2019 - Dec 2019	Aug 2022 - Jul 2023	Aug 2023 - Jul 2024	Aug 2024 - Jul 2025
Degree Days at 15.5 °C	2338	2169	2097	2,199
(an indicator of heat demand)			-3%	-5.9%
Summary of energy usage				
Total electricity kWh	1,420,814	1,284,634	1,462,264	1,413,952
		Percentage Change:	0	-0.48%
Total gas kWh	2,714,283	3,277,143	3,112,347	2,842,472
		Percentage Change:	0	4.72%
Conversion Factors used above				
Electricity kWh to $kgCO_2e$	0.2556	0.207074289	0.20705	0.177
Gas kWh to kgCO2e	0.18385	0.182928926	0.1829	0.18296
Diesel litres to kgCO2e	2.68697	2.512063885	2.51279	2.57082
Gas transmission factor kgCO2e (WTT)	N/A	0.03021	0.03021	0.03021
Electricity transmission factor kgCO2e	N/A	0.207074289	0.06817	0.00397
Fuels – transmission factor kgCO2e (litres)	N/A	0.61101	N/A	N/A
General Refuse to landfill to kgCO2e	N/A	N/A	N/A	N/A
General Refuse to combustion to kgCO2e	N/A	N/A	6.41061	4.68568
General Closed/Open loop Recycling	N/A	N/A	6.41061	4.68568
Biomass woodchip to kgCO2e	N/A	N/A	N/A	N/A

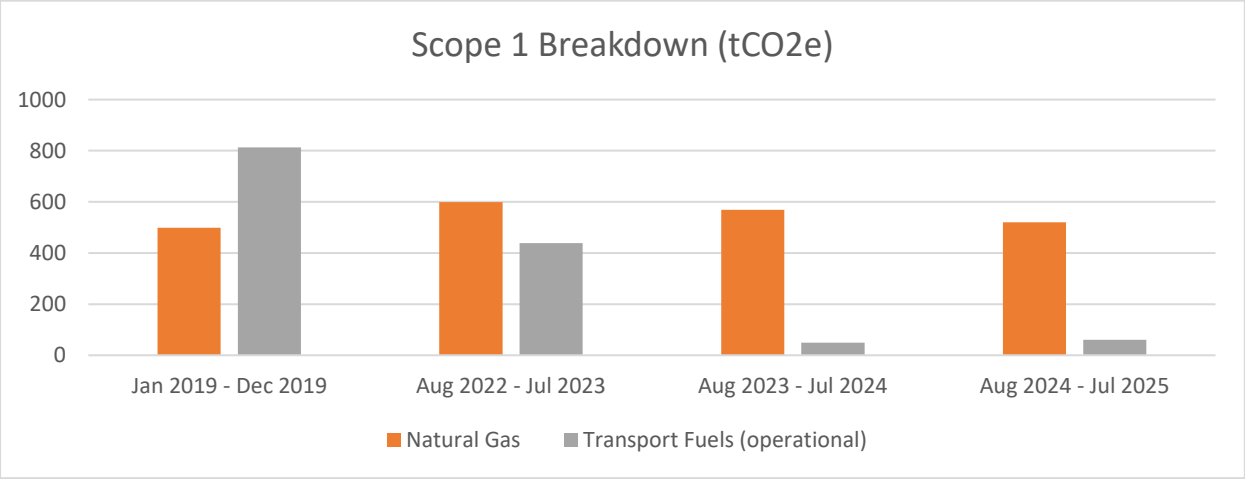
*An Excel version of this table is in Appendix A

Graph showing Scope 1 emissions between 2019 and 2024/25

This graph shows that there has been an overall reduction in emissions since the baseline year in 2019 and emissions have reduced by 56%. Each year there is a substantial decrease in the carbon emissions produced in Scope 1. This is largely due to the Council transitioning from diesel and unleaded petrol to Hydrotreated Vegetable Oil (HVO) to fuel their fleet of vehicles.

HVO produces significantly less CO_2 when combusted compared to both diesel and unleaded petrol which is why the Scope 1 emissions have decreased substantially.

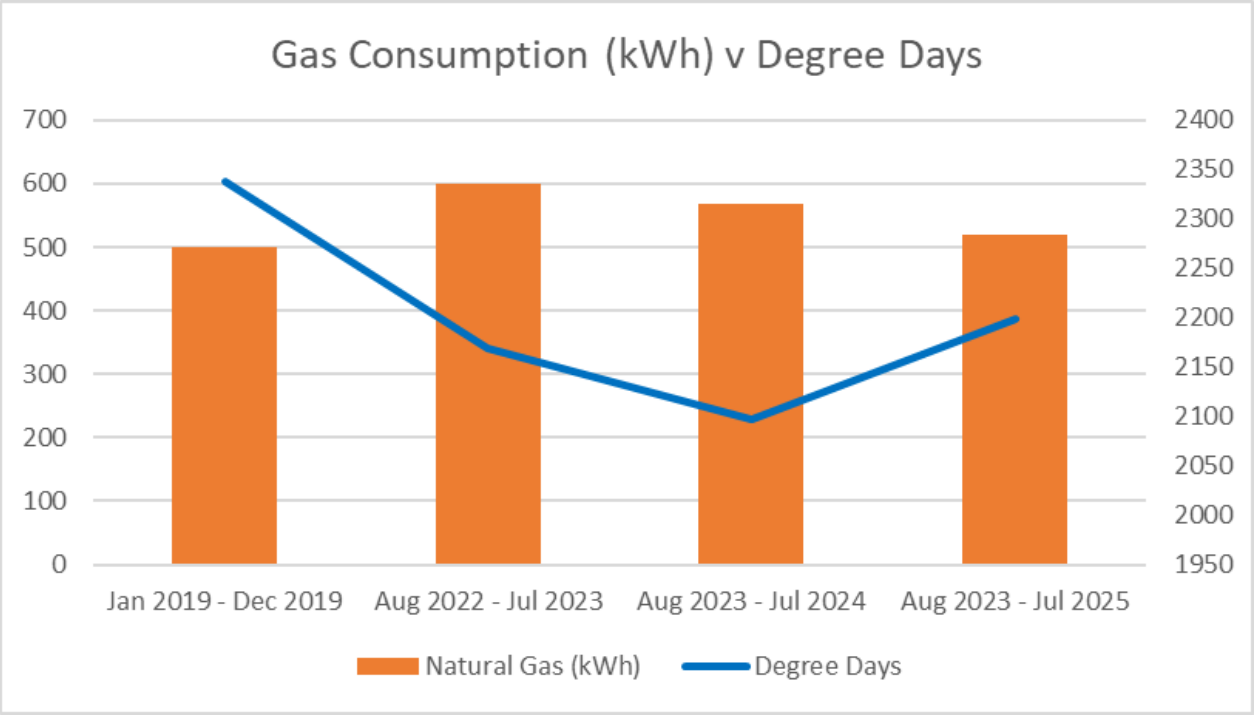




Degree Day Comparison (gas use compared to weather) 2022/2023 and 2024/2025

Heating degree days are a measure of how much (in degrees), and for how long (in days), the outside air temperature was below a certain level. In the case for our analysis, we used a figure of 15.5°C. They are commonly used in calculations relating to the energy consumption required to heat buildings to put values of consumption into context and enable comparison between years.

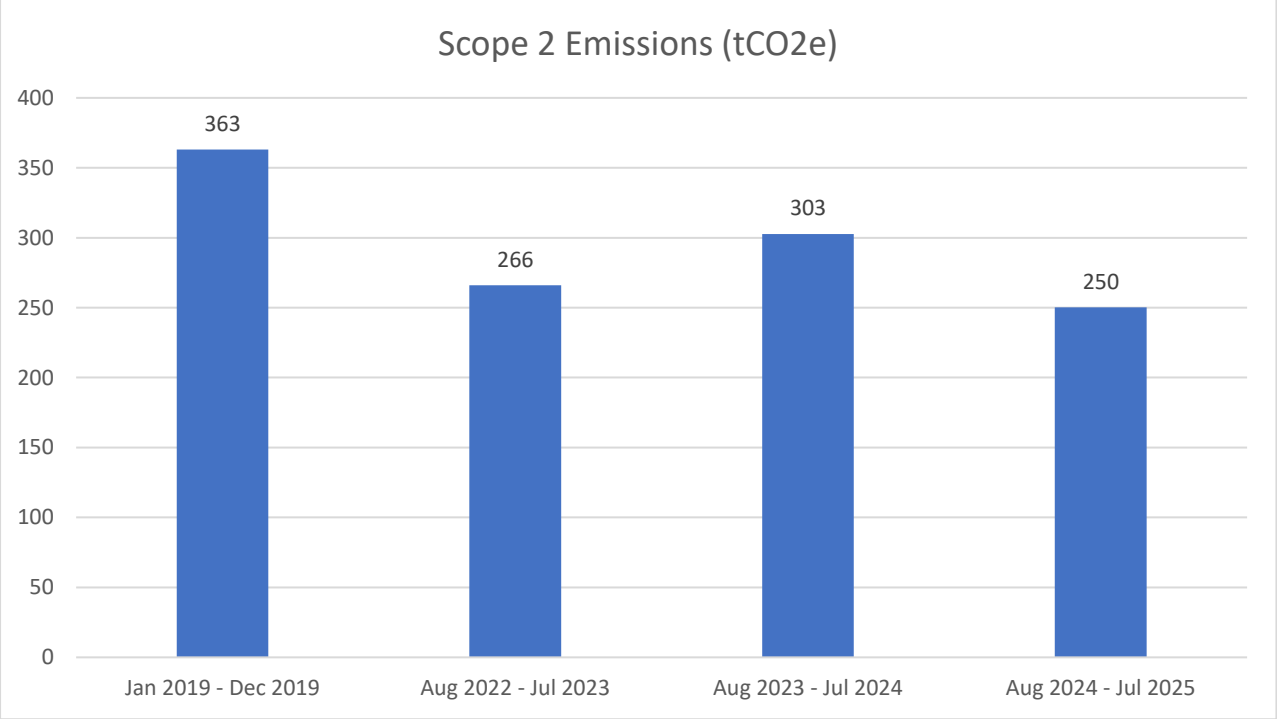
For example, in the Gedling area between Aug 2022 - Jul 2023 there were 2,169 heating degree days and between Aug 2023 - Jul 2024 there were 2,097 degree days. This implies that Aug 2022 - Jul 2023 was a colder period where the heating would have been turned on more frequently, and therefore more gas consumed over the period.

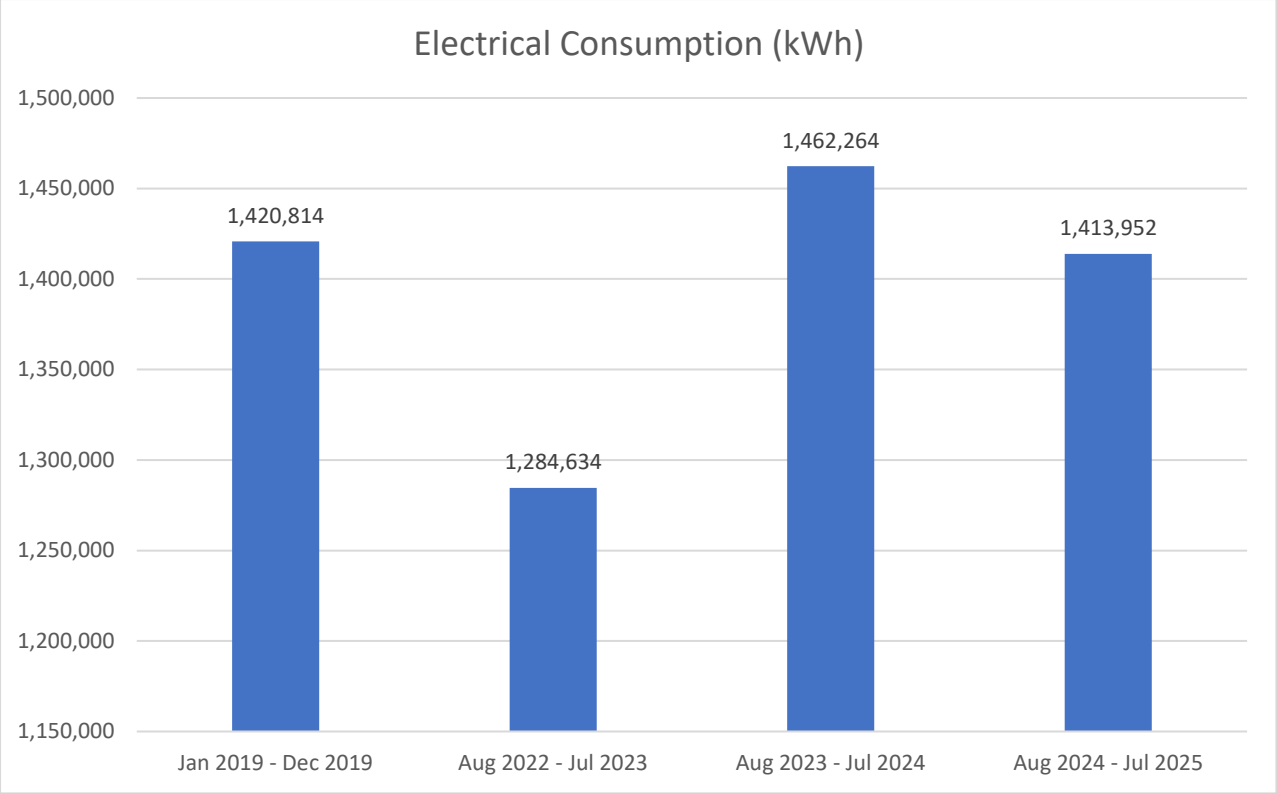


Graph showing Scope 2 emissions between 2019 and 2024/2025

The graphs below show that the carbon emission for electricity in 2024/2025 is the lowest, electricity consumed (kWh) is higher compared to 2022/2023.

This graph shows that there has been an overall decrease in emissions since 2019 of 31%. However, the carbon intensity and carbon emissions factor of national grid supplied electricity has decreased by 31%. The electricity usage (kWh) has only decreased by 0.5% so the reduction in carbon emission is entirely due to the grid decarbonising rather than for energy efficiency reasons.

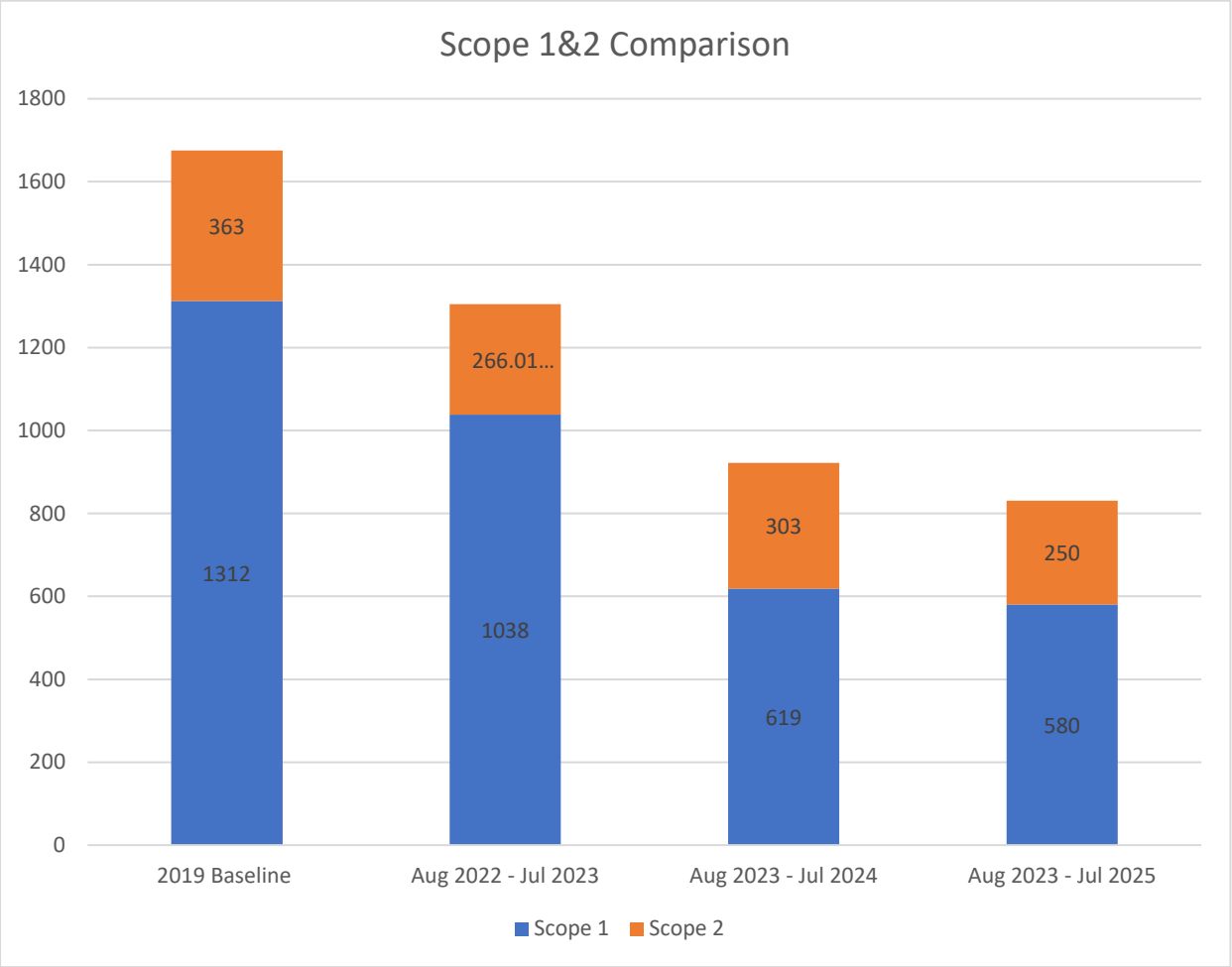



Electrical Consumption (kWh)
1,500,000
1,450,000
1,400,000
1,350,000
1,300,000
1,250,000
1,200,000
1,150,000
1,420,814
1,284,634
1,462,264
1,413,952
Jan 2019 - Dec 2019
Aug 2022 - Jul 2023
Aug 2023 - Jul 2024
Aug 2024 - Jul 2025

Scope 1 & 2 Comparison

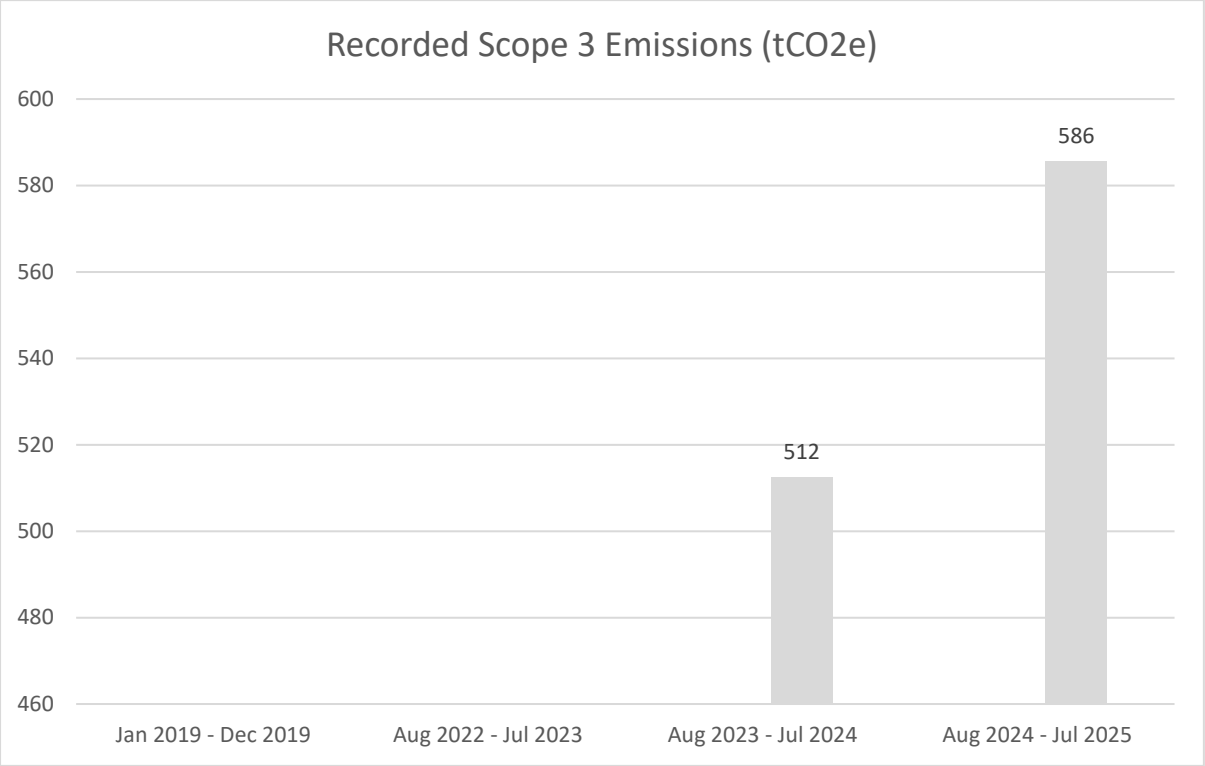
As of 2023/2024 the Council have included emissions associated with Scope 3 which will increase the overall carbon emissions compared to previous years. However, in a direct comparison of its Scope 1 & 2 between 2019 and 2024/2025 the carbon emissions have decreased by 50%.

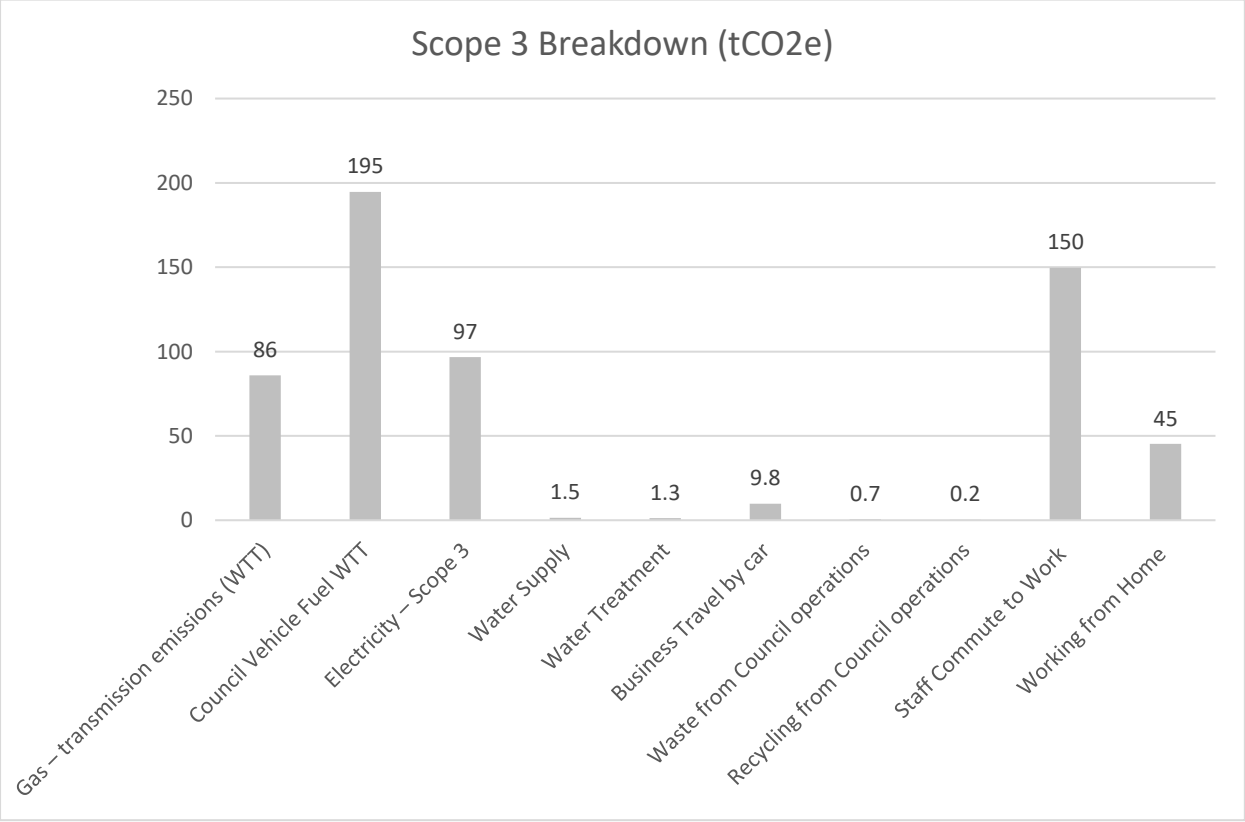
As described previously this is due to the large decrease in Scope 1 carbon emissions, which was a result of the Council transitioning their fleet of vehicles from diesel and unleaded petrol to HVO.



Graph showing Scope 3 emissions between 2019 and 2024/25

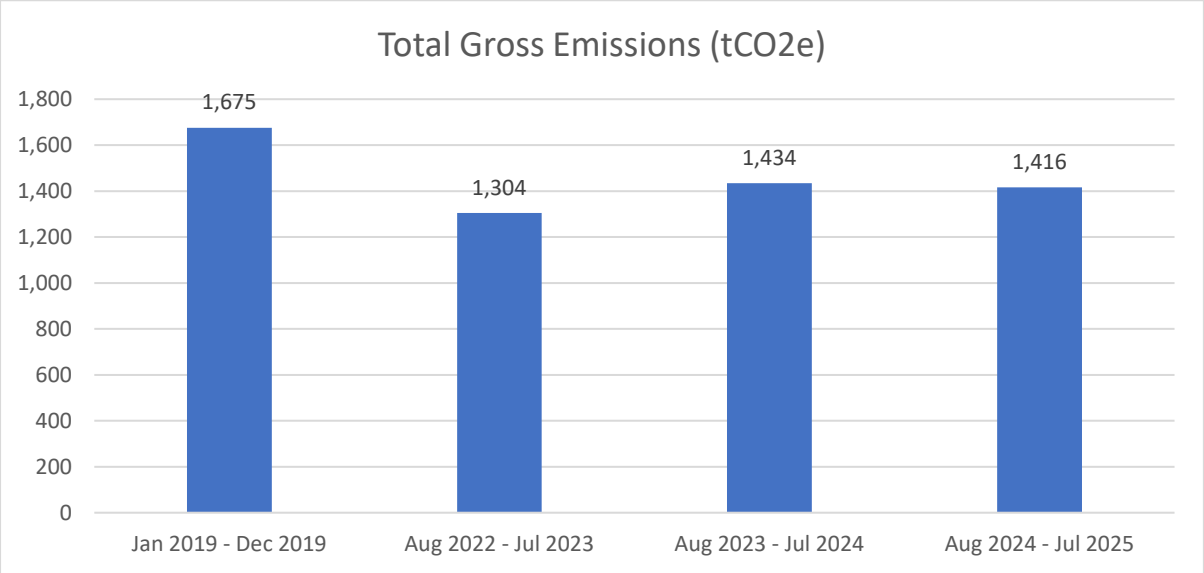
As reported, this is the second year that the Council has recorded their Scope 3 emissions. A new emission source included this year is staff commuting to work.





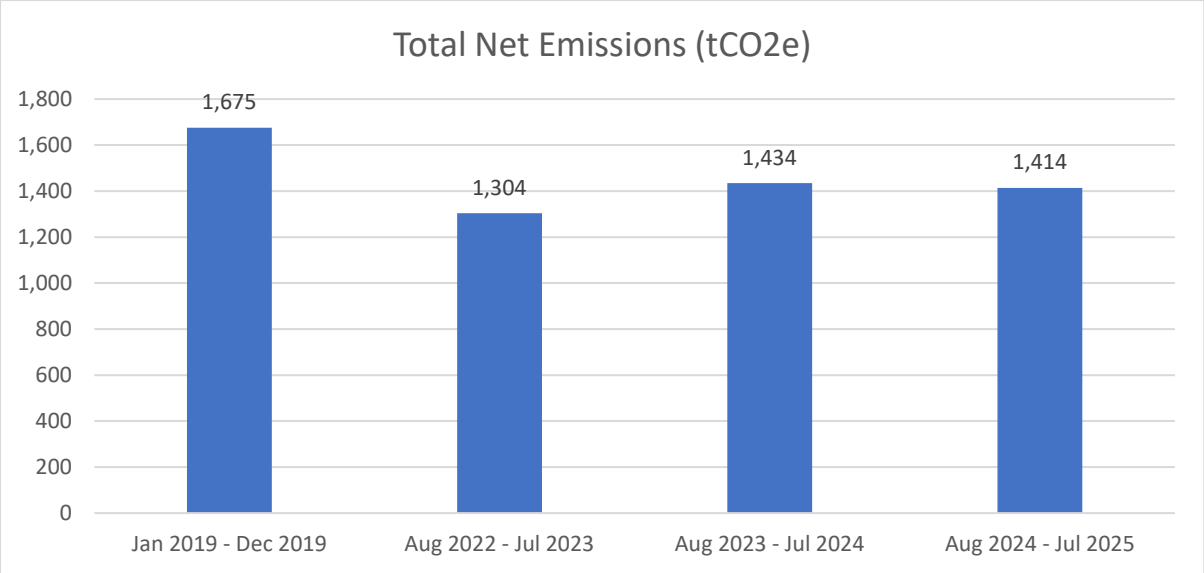
Graph showing Scope 1,2 & 3 gross emissions between 2019 and 2024/2025

This graph shows that there was an overall decrease of 15% across Scope 1, 2 & 3 emissions from 2019 to 2024/2025. As previously mentioned, the total emissions (tCO_2e) in 2024/2025 increased from 2022/2023 due to the addition of Scope 3. However, when compared to 2019, it has still decreased by 15 overall%.



Graph showing Scope 1,2 & 3 net emissions between 2019 and 2024/25

Data has been provided for the first time on electricity exported to the grid from PV. The exported emissions are counted as an offset which marginally reduce the net carbon emissions in 2024/2025.



3 Notes and Observations

3.1 Scope 1 and 2 Emissions

Scope 1

Gas Data

Estimates have been made on the following:

Arnold Leisure Centre (ALC) gas - August 2024 – Approximately a year's worth of charges came through altogether due to the meter not working for the previous year.

ALC gas – June & July 2025 – There are some notable estimated invoices, which means the actual consumption is not accurate.

Scope 2

Electricity Data

Estimates have been made on the following:

ALC electricity - December 2024 – no invoice received as yet.

3.2 Scope 3 Emissions

Initially, the Council has reported on Scope 1 & 2 emissions only and not Scope 3. However, since August 2023 – July 2024 the Council has reported on Scope 3.

Scope 3 emissions are separated into 15 different categories as shown in Appendix B which includes waste, staff travel and the purchased goods in the supply chain. Scope 3 emissions can amount to a higher proportion of total emissions than Scope 1 and 2 combined and represent the most significant opportunity to reduce carbon emissions and the impact to climate change. Understanding these risks through accurate and consistent measurement, evaluation and reporting should improve both resilience and reputation.

The Council have not fully reported their Scope 3 emissions and excluded a number of categories. This is due to limitations in recording and providing data.

Based on the data available in 2024/25 that the Council provided, the emissions included in this reporting for Scope 3 are as follows:

Scope 3 – Other Indirect Emissions
Gas – Well to Tank
Fuels – Well to Tank
Electricity – T&D and Well to Tank
Water Supply
Water Treatment
Business Travel by car
Waste from Council operations
Recycling from Council operations
Staff commuting to work
Employees working from home

Staff commuting to work is a new addition to 2024/2025 following a detailed survey with staff.

3.2.1 Gas – Well to Tank

Natural Gas Well to Tank (WTT) associated emissions are attributed to the carbon emissions associated with the extraction, refining and transportation of the raw fuel to the Council's assets (Buildings) prior to combustion.

This element is calculated by multiplying the annual gas use in kWh by the WTT conversion factor of the corresponding year.

3.2.2 Fuels – Well to Tank

Fuel (HVO and Unleaded Petrol etc.) Well to Tank (WTT) associated emissions are attributed to the carbon emissions associated with the extraction, refining and transportation of the raw fuel to the Councils assets (Vehicles) prior to combustion.

3.2.3 Electricity – Well to Tank & Transmission and Distribution

Well to Tank - associated emissions are attributed to the carbon emissions associated with the extraction, refining and transportation of the raw fuel prior to combustion to generate electricity.

Transmission and Distribution – The emissions impact of the efficiency losses experienced with transferring the electricity from power plant to end user.

3.2.4 Business Travel Vehicle

The Council provided data recorded as distance travelled by individual vehicles. In 2024/2025 the data was provided as total distance travelled in the time period by each vehicle in miles.

Each vehicle was allocated a fuel type and engine size that was used to calculate carbon emissions associated with each vehicle.

It is recommended that the Council keep this method of recording data in a consistent format, so future comparisons are easily achieved, and any discrepancies can be identified when comparing years.

3.2.5 Waste from Council operations

Data for waste was not provided this 2024/2025 and it is assumed that it was not possible to collect. Therefore, the same volume of waste was used as the previous year.

Specific waste data is not available and an estimate for residual waste, recycling and glass recycling have been provided by the Council based on 'an estimate based on the number of bins on each site and the average weight in each bin'.

Residual waste has been categorised under 'Commercial and Industrial Waste' for carbon conversion purposes. This has been assessed assuming that 100% of the refuse waste goes to an Energy from Waste facility and none goes to landfill after conversations with the Council.

In the future it would be useful for the Council to separate the waste into categories of material and record the weight of the categories of waste separately if possible.

3.2.6 Employees working from home and commute to work

The Council provided data detailing staff working patterns which included days per week working at home and transport methods for commuting to work. Working from home (WFH) has associated carbon emissions from heating their homes and using office equipment.

WFH data was provided in the previous year, but this is the first year that data for staff commuting to work was provided.

3.2.7 Water

Data for water has been provided for selected sites, but the number of sites provided is significantly less than the previous year. The water volume and associated carbon emissions is therefore lower than previous years as the amount of sites included is less, rather than there being a notable reduction in the volume of water.

Consumption data has only been provided for the water supply and the Return to Sewer (water treatment) element. The return to sewer volume has been recalculated to be 95% of the water supply, which is an industry normal standard. However, this is not always the case if the premises uses water for other purposes such as irrigation, etc.

The cost of the supplied water was provided for selected sites rather than the volume of water. Based upon the average cost of a m^3 of water from the Council's other assets, the total supply volume of water for selected sites was calculated. From this, the estimated water supply and water treatment volume and associated carbon emissions were calculated.

Emissions from water consumption are not included within the GHG Protocol, but emissions from wastewater are. Following the principle that as much data should be collected as possible, APSE Energy recommends that emissions from water should be included within the reporting for the Council as water consumption has associated carbon emissions and an environmental impact. Including water consumption helps to keep it on the environmental agenda and prioritise it with other categories by converting usage into a standardised unit of CO_2e.

3.3 Out of Scope

Out of Scope emissions are carbon emissions that are associated with the direct CO_2 impact and production that are caused by the combustion of biomass and biofuels such as Hydrotreated Vegetable Oil (HVO). They are not included within either Scope 1 or 2 as the fuel itself absorbs the equivalent amount of carbon during the growth phase as it releases during combustion and so is effectively net zero carbon.

For the purposes of tracking and monitoring the Council's out of scope emissions, the carbon production of burning the HVO has been recorded and included in Appendix A but has not been included or attributed to the Council's carbon emissions within the report.

3.4 Carbon Offsetting

The Council has provided data of two solar PV arrays that were recorded as generating electricity in 2024/2025. These PV arrays were labelled as site name:

- Large Workshop;
- Jubilee House.

Last year data was provided for 'Large Garage' but it was not included this year.

If 100% of the electricity is used on site, and not exported to the grid, then this is not counted as a carbon offset and should not contribute towards the net emissions as this is already taken into account from the building's electricity usage and this would be double counted.

There is a line on the Carbon Summary table under 'Renewable CO_2 avoided' which shows the carbon emissions that have been avoided by having PV generated electricity on site.

This is the first year that data has been provided for electricity generated by PV that is exported to the grid. The carbon savings are deducted from the gross emissions to provide the net emissions.

Further Notes and Observations

The bottom section of the Carbon Summary shows further information that was used in each reporting year such as a summary of annual energy usage (kWh), avoided CO_2 from renewables, degree days (see Glossary) in each year and a summary of conversion factors.

In this report, the degree day data used was sourced from Stark Degree Data for the region of the Midlands.

4 Conclusion and Recommendations

- Use carbon footprint data and Appendix A to develop a strategy to become net zero carbon. APSE Energy can provide a desktop investigation to provide a trajectory up to the zero carbon target year and give an indication of what measures could be taken and their potential capital cost and cost/carbon savings.

- Sense checks to all data to confirm its accuracy.

- Develop policies and processes for capturing data going forward and report on Scope 3 emissions.

- Develop policies to request emissions data from suppliers to gather Scope 3 data.

- Commission detailed energy audits of each site to identify what projects can be delivered to reduce carbon emissions and calculate the estimated cost can carbon savings.

5 Recommendations for Gathering Data Going Forward

5.1 Scope 1 and 2 Emissions

The Council should develop a procedure for gathering and storing data as it is made available. The benefit of this is that the carbon reporting process is streamlined and progress towards targets can be tracked.

5.2 Scope 3 Emissions

Scope 3 emissions can account for 70-80% of a council's total footprint (Carbon Trust), given the use of contractors for waste collection, construction, social services and other services. In 2024/2025 Gelding Borough Council's Scope 3 emissions were 41% of overall emissions.

Appendix B shows the 15 different categories of Scope 3 emissions and what data should be gathered to report on emissions in future years. Where applicable, the Council should develop policies/procedures to gather the data from third parties. This should be incorporated into the procurement process and contracts with suppliers.

It is discretionary for an organisation to report on Scope 3 emissions. It should be explained and documented in subsequent carbon reports if the Council is unable to obtain data for any of the items below as it is deemed financially impractical or not significant. The reporting principles should be based on:

- Relevance;
- Completeness;
- Consistency;
- Transparency;
- Accuracy.

Emissions data that should be improved in subsequent years includes waste. Policies should be put in place to start recording waste data. This could be through contractual changes, i.e. waste contractor weighing and recording waste type, or the Council can measure its own waste. There are tracking sheets from WRAP to monitor waste streams, and these could be used in the short term until the waste contractor can record it.

Purchased goods and services could also be included under Scope 3 as this will represent a high level of emissions down the supply chain. However, obtaining this data from third parties may prove difficult and the Council should assess what relevant goods and services could be recorded in subsequent years.

Note

Local authorities should undertake their own due diligence where appropriate rather than relying on this report. This is a feasibility study and detailed design is required prior to undertaking any works.

APSE does not provide financial or investment advice and is not registered with the Financial Conduct Authority.

The options and recommendations contained within this report provide a reasonable forecast for the pre-tender capital cost and cost/carbon savings for selected projects. Further detailed design is required to determine more cost certainty and to ensure that appropriate systems are installed that optimise energy usage and provide a healthy working environment.

Products referred to in this report do not constitute a recommendation. They are for example purposes only and alternatives are available unless stated.

6. Glossary

Term	Definition
BMS	Building Management System – Automated control for building services.
Carbon dioxide equivalent (CO_2e)	The carbon dioxide equivalent (CO_2e) allows the different greenhouse gases to be compared on a like-for-like basis relative to one unit of CO_2 and includes the six greenhouse gases with the greatest global warming potential (GWP).
Carbon footprint	A carbon footprint measures the total greenhouse gas emissions caused directly and indirectly by a person, organisation, event or product. A carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO_2e).
Council Vehicles	Vehicles that are owned or controlled by the Council. This does not include employee-owned vehicles that are used for business purposes.
Degree Day	A heating degree day (HDD) is a measurement designed to quantify the demand for energy needed to heat a building. It is the number of degrees that a day's average temperature is below a baseline temperature, which is the temperature below which buildings need to be heated.
Electricity	Electricity used at sites owned/controlled by the Council. This is reported as a Scope 2, indirect emission. The conversion factors used are for the electricity supplied by the grid that the Council purchase - they do not include the emissions associated with the transmission and distribution of electricity.
Employee Vehicles	Travel for business purposes in assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.
[Natural] Gas	Primary fuel sources combusted at a site or in an asset owned or controlled by the Council.
MPAN & MPR	The MPAN (Meter Point Administration Number) and MPRN (Meter Point Reference Number) are unique numbers assigned to the electricity and gas supplies. This information has been provided as a reference and can be used to identify each meter.
Solar PV	Solar Photovoltaic panels to generate renewable electricity from the sun.
Transmission and Distribution	Transmission and distribution (T&D) factors are used to report the Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the premises).
Wastewater	Water returned into the sewage system through mains drains.
Water Supply	Water delivered through the mains supply network.

Appendix A – Carbon Footprint Calculations

The above appendix is provided separately as a spreadsheet.

Appendix B – Data that should be gathered to report on Scope 3 emissions

The reporting of Scope 3 emissions is discretionary.

Item	Category	Details Required
1	Purchased goods and services	This category includes all upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products). This category includes emissions from all purchased goods and services not otherwise included in the other categories of upstream scope 3 emissions (i.e. category 2 through category 8 below). Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Cradle-to-gate emissions may include: • Extraction of raw materials • Agricultural activities • Manufacturing, production, and processing • Generation of electricity consumed by upstream activities • Disposal/treatment of waste generated by upstream activities • Land use and land-use change • Transportation of materials and products between suppliers • Any other activities prior to acquisition by the reporting company Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations. For accurate carbon reporting emissions, the Council should request cradle-to-gate emission factors for materials used by suppliers to produce purchased goods such as Environmental Product Declarations (EPDs). It is likely that many suppliers will not be able to provide all the emission data. If an EPD cannot be provided, supplementary information required includes the volume of product (kg) and the carbon emission factor (kg CO_2e).

		A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract, where the volume of goods is noteworthy.
2	Capital goods	Capital goods are final products that have an extended life and are used by the Council to manufacture a product, provide a service, or sell, store, and deliver merchandise. Capital goods are treated as fixed assets or as plant, property, and equipment (PP&E). Examples of capital goods include equipment, machinery, buildings, facilities, and vehicles. The required information is the same as Category 1 above. A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract.
3	Fuel- and energy related activities (not included in Scope 1 or Scope 2)	Transmission and distribution (T&D) losses have been included and calculated from the data provided in Scope 2.
4	Upstream transportation and distribution	Category 4 includes emissions from: • Transportation and distribution of products purchased in the reporting year, between suppliers and its own operations in vehicles not owned or operated by the Council. • Third-party transportation and distribution services purchased by the Council in the reporting year (either directly or through an intermediary), including inbound logistics, outbound logistics (e.g. of sold products), and third-party transportation and distribution between the Council's own facilities. The Council requires data on: • Quantities of fuel (e.g., diesel, petrol, jet fuel, biofuels) consumed • Amount spent on fuels • Distance travelled • Vehicle type This may include managed assets - Vehicles that are used by the Council but are not owned by the organisation and generally do not appear on the organisation's balance sheet, for example, maintenance contractor vehicles, outsourced refuse and recycling trucks, road sweepers, grounds maintenance mowers etc. A policy should be developed so that suppliers using their own vehicles are required to provide this data as part of the contract.

5	Waste generated in operations	This includes emissions from third-party disposal and treatment of waste generated in the Councils owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater. The Council should request volume and emissions data from the waste treatment company applicable to **its own waste stream**. If this cannot be provided, the emissions can be calculated by requesting the volume of waste, type and disposal method: Example of data required: Total weight (kg) of waste type and disposal method e.g. • 5,000kg municipal waste to landfill • 500kg organic garden waste to composting • 1,000kg metal recycled • 1,000kg plastic recycled • 1,000kg paper recycled Data is required for the volume of supply and wastewater in cubic metres (m^3) from water bills. Local authorities have an important role in waste prevention and sustainable waste management through awareness-raising campaigns, providing separate collection for recycling and food waste, and implementing waste-to-energy schemes. It is therefore voluntary on whether the Council choose to include the emissions from waste associated with the whole borough, or just the Council's own operation.
6	Business travel	Travel for assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc. Require details for: <u>Vehicle</u> Fuel type, size of vehicle and distance for: • Car • Motorbike • Taxis • Bus • Rail <u>Flights</u> • Airport travelled to/from • Number of passengers • Class type • Distance <u>Ferry</u>

		• Foot or car passenger • Distance
7	Employee commuting	This category includes emissions from the transportation of employees between their homes and their worksites. Emissions from employee commuting may arise from: • Car • Bus • Rail • Other modes of transportation Staff would be required to provide method of transport and distance travelled. It may be difficult and time consuming to collect accurate data.
8	Upstream leased assets	This category is applicable from the operation of assets that are leased by the Council. If the Council procures the energy then this should be considered as Scope 1 and 2. If the landlord is responsible for the Scope 1 and 2 emissions, the Council should include the reporting under Scope 3. An example may include an office that the Council lease from a private landlord. All energy bills may be included as part of the lease and the energy contract is under the name of the landlord. The Council should therefore request the energy data from the landlord and include this under Scope 3. Data required include the Scope 1 and 2 data from the leased asset.
9	Downstream transportation and distribution	This category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the Council in the reporting year. It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
10	Processing of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
11	Use of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
12	End-of-life treatment of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.

13	Downstream leased assets	This category is applicable where the Council is the landlord to a lessee. If the Council procures the energy on behalf of a lessee then this should be considered as Scope 1 and 2. An example of this is where the Council may lease a premises to a lessee and include all energy costs as part of the lease. The energy contract is under the name of the Council and is therefore reported under Scope 1 and 2. If the lessee is responsible for the Scope 1 and 2 emissions, the council should include the reporting under Scope 3. An example of this is a shop that the Council own and the occupant pays for the energy bills and the contract is under their name. The Council should request the energy data from the shop occupier and report this under Scope 3. Data required include the Scope 1 and 2 data from the leased asset.
14	Franchises	It is assumed that this category is not applicable to the Council as it does not operate any franchises.
15	Investments	This category includes scope 3 emissions associated with the Council's investments in the reporting year, not already included in scope 1 or scope 2. This category is applicable to investors (i.e. organisations that make an investment with the objective of making a profit) and organisations that provide financial services. This category also applies to investors that are not profit driven (e.g. multilateral development banks). Investments are categorised as a downstream scope 3 category because providing capital or financing is a service provided by the organisation. Category 15 is designed primarily for private financial institutions (e.g., commercial banks), but is also relevant to public financial institutions (e.g., multilateral development banks, export credit agencies) and other entities with investments not included in scope 1 and scope 2. The Councils scope 3 emissions from investments are the scope 1 and scope 2 emissions of investees. For purposes of greenhouse gas accounting, this standard divides financial investments into four types: • Equity investments • Debt investments • Project finance • Managed investments and client services An example of the information required is the Scope 1 and 2 emissions from the bank where an investment is in place. This is based on the Council's proportional share of investment in the investee. If the Council has £1million invested in the bank and the

		banks total investments amount to £100million, the Council should report on 1% of the banks Scope 1 and 2 emissions. It is assumed that this information will be difficult to collate from third parties and that the total emissions will be proportionally small compared to other emission sources and these emissions could be excluded from the reporting.

Innovate UK

Net Zero Living: Fast Followers



Co-County Carbon Coordination End of Project Report

MIDLANDS NET ZERO HUB

Broxtowe Borough Council

Derby City Council

Derbyshire County Council

Gedling Borough Council

Nottingham City Council

Nottinghamshire County Council

Rushcliffe Borough Council

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Executive Summary

The Co-County Carbon Coordination project was an innovative regional initiative aimed at accelerating the pace, scale, and coordination of net zero efforts across Derbyshire and Nottinghamshire. Led by a coalition of local authorities, the project tackled non-technical barriers to climate action through strategic planning, stakeholder engagement, and innovative tools.

Key achievements include the development of a co-county project pipeline, the launch of online renewable technology guides and the implementation of a unified Communication and Engagement Strategy. The Green Rewards platform was significantly enhanced and trialled in new areas, while the Solar Wizard tool was procured to support community-scale solar projects. A series of well-attended public events fostered community engagement and cross-sector collaboration, reaching diverse audiences including schools, businesses, and residents from all socioeconomic backgrounds.

Despite challenges such as resource constraints, governance hurdles, and shifting political landscapes, the project succeeded in laying the groundwork for future regional climate action. It enabled the procurement of nine Local Area Energy Plans and facilitated successful bids for additional investment, including £824k for LAEP development and £700k for a solar farm project.

The project demonstrated the power of collaboration, innovation, and strategic alignment in overcoming barriers to net zero. Its outputs are replicable and scalable, offering valuable resources for other regions and organisations pursuing climate goals.

The core membership of the project group was made up of representatives from the East Midlands Combined County Authority area and included:

- Derbyshire County Council
- Nottinghamshire County Council
- Derby City Council
- Nottingham City Council
- Broxtowe Borough Council
- Gedling Borough Council
- Rushcliffe Borough Council

Additionally the Midlands Net Zero Hub, which is hosted by Nottingham City Council, has provided support throughout the project.

Project Overview

The Problem

The core problem that the project sought to improve upon is the pace, scale and coordination of net zero efforts across Derbyshire and Nottinghamshire. Although there was existing collaboration and a number of initiatives in place, some key issues were identified as hindering progress:

- Lack of coordinated energy planning and strategic project pipelines.
- Insufficient public and business engagement in sustainable behaviours.
- Limited resources and capacity within local authorities to drive collaborative climate action.
- Inconsistent messaging and education around low carbon technologies.
- Gaps in data quality and availability to inform decision-making.

Non-Technical Barriers



Vision

To create a **co-ordinated, scalable, and inclusive approach** to achieving net zero across the D2N2 region (Derbyshire and Nottinghamshire), by embedding behaviour change, strategic planning, and collaborative delivery.

Approach

1. Recruit a Net Zero Innovation and Delivery Officer to lead and coordinate efforts.
2. Develop a regional energy master plan and a co-county project pipeline.
3. Develop and implement a stakeholder engagement strategy focused on behaviour change.
4. Share best practices (e.g., Green Rewards platform, Renewable Energy Planning).
5. Use data-driven tools to support place-based decision-making.

Four broad objectives were established:

1. Take a co-county approach to energy planning
2. Develop a project pipeline that will enable the co-ordination of net zero activity at scale, attracting investment and creating local jobs
3. To create an engagement and communications plan that that brings citizens and businesses on the journey to net zero
4. Explore the lessons learned from Notts Green Rewards and identify opportunities for development across the combined county area, to support behavioural change

To deliver against these objectives, the project was divided into 7 interacting work packages:

Work Package 1: Project Set-up*

Key deliverables: Project documentation, completion of training

Work Package 2: Data Collection

Key deliverables: Gather project data, gather consumption data,

Work Package 3: Engagement Plan

Key deliverables: Engagement & Communications Strategy, 6x Local events, 2x Regional Events

Work Package 4: Strategy & Energy Planning

Key deliverables: co-ordinate Local Area Energy Planning; bespoke end-user guides, support regional energy projects

Work Package 5: Green Rewards

Key deliverable: increased uptake and engagement from pre-project baseline

Work Package 6: Project Management*

Key deliverables: Project documentation, co-ordination of project partners' activity

Work Package 7: Attendance of local energy/environment forums and events*

*background activities

Resourcing

A Net-Zero Innovation and Delivery Officer was appointed by the lead bidder (Nottingham City Council) to work full time on the project, whilst each participating council put forward a lead officer who contributed some of their time as match-funding-in-kind. Various aspects of the project were subcontracted to third parties using the grant funding provided by Innovate UK, as will be detailed later in this report.

Building a project team with a broad range of skills and experience and combining this with the ability to access external support – both by commissioning work and by accessing the support provided by Innovate UK through the Future Ready programme was the main way in which the project sought to address the 'Capability & Skills' barrier.

Innovation

The innovation in this project lies in its collaborative, region-wide approach to tackling non-technical barriers to net zero, which has not previously been implemented at this scale across the region. Key innovative aspects include:

- Consistent Regional Messaging: The project developed a shared Communication and Engagement strategy to ensure consistent communication across the region. This addresses the confusion caused by mixed messaging and supports both residents and businesses in adopting low carbon technologies effectively.
- Addressing Knowledge Gaps: A major barrier identified was the lack of understanding among citizens and businesses about low carbon technologies and how to use them. A number of topic/audience focussed events sought to improve this, along with the web-based technology guides.

- Co-ordinated Energy Planning: The creation of region wide Local Area Energy Plan and a co-county project pipeline represents a strategic approach to aligning local authority efforts which, while not unique, is rare at this scale. This will enable more efficient, data-driven decision-making and project delivery.
- Behaviour Change Through Gamification: Developing the innovative Green Rewards platform and trialling the new features developed with Derbyshire local authorities, aiming to kickstart adoption across the county so that citizens in both counties can access it.

The project was very broad and as such touched on a number of non-technical barriers, including:

Communities & People, Social Equity & Inclusion, Capability & Skills, Digitalisation and Data and Permitting and Planning.

Although governance was not specifically identified as a barrier, perhaps because it is ever-present in Local Authority work, the project has required some work in this area in relation to procurement and joint working, particularly in respect of digital information sharing.

Work Package 2 covered all of the identified barriers to some extent by gathering, collating and analysing various data to underpin subsequent actions and decisions.

Work Package 3 aimed to address *Communities & People* and *Social Equity & Inclusion* by setting out and then enacting engagement activities with a diverse range of stakeholders.

Work Package 4 aimed to address *Capability & Skills* by improving access to information, and building the basis for energy projects in the region; *Digitalisation and Data* and *Permitting and Planning* through Local Area Energy Planning with associated Digital Twin

Work Package 5 addressed *Digitalisation and Data* and *Communities and People* by building on the Green Rewards App and opening up opportunities for communities to benefit from ward level prizes.

Impact

The project delivered a number of outputs, including:

Project Dashboard

A collated list of all ongoing and potential LA led net zero related projects in the region, with an analytical dashboard (see appendix 4)

Communication and Engagement Strategy, developed for the project but useable on an ongoing basis by project partners (appendix 1)

A web based Renewable Energy Guide

https://www.midlandsnetzerohub.co.uk/knowledge-hub/renewable-energy-guide/

One of the expected project outputs was what were termed 'Technology Guides' – short written guidance aimed at people who had either had renewable energy measures installed as part of a grant funded scheme or that might consider installing them independently. In researching content for these it quickly became apparent that writing new guidance would be a duplication of effort as there was already good guidance available on the technologies and subjects identified, so the focus moved to identifying the best guidance from trustworthy sources and building a web based tool to help users navigate to the information they need.

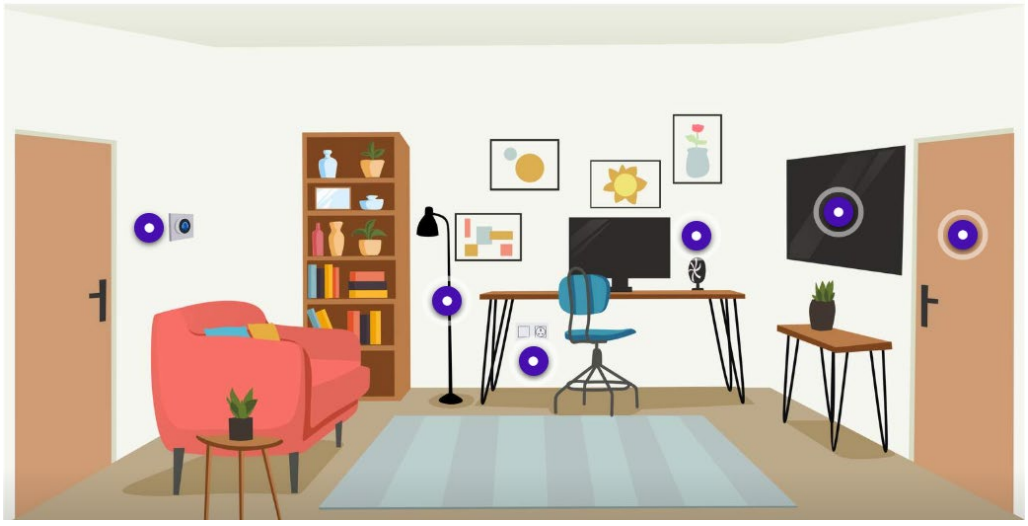
Development of the Green Rewards App

Two innovative new features for the app were developed through this project and roll out for trial with two new (to the app) councils in Derbyshire. The features are:

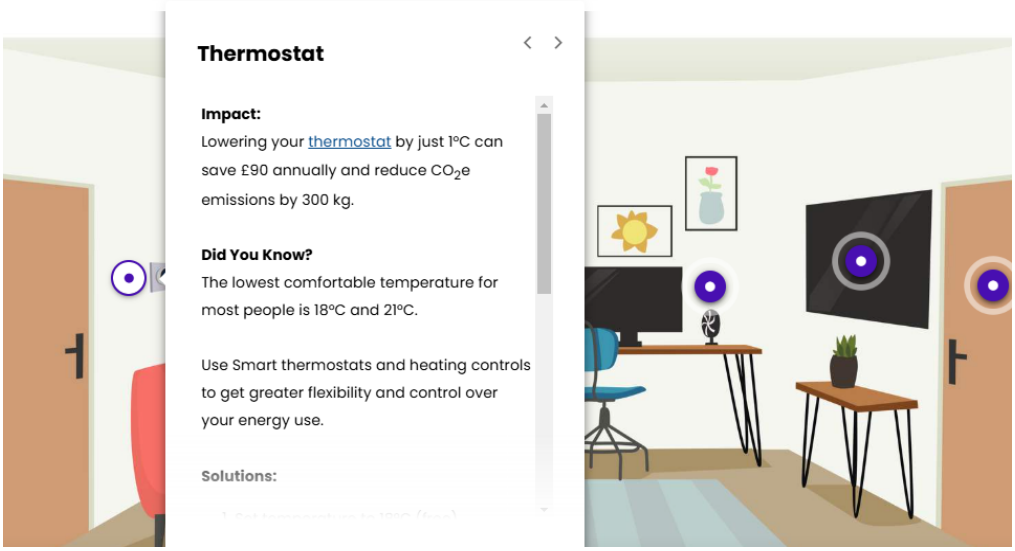
1. Interactive House (Green Home Guide):
   A gamified, interactive tool that lets residents explore different areas of a virtual home to learn how to reduce environmental impact. It includes quizzes, drag-and-drop activities, and actionable tips, rewarding users with points for completing sections.
2. Personalisation Feature:
   Allows residents to choose a topic of interest—biodiversity, food waste, or home energy efficiency—upon registration. This customizes their experience by showing relevant activities, aiming to deepen engagement and empower residents through choice.



Green Home Guide – house level



Green Home Guide – room level



Green Home Guide – interactive information panels

A programme of events:

Derby Home Energy Advice Event, March 2024



Walk in event hosted in a Derby city centre shopping centre

Stalls for fuel poverty charities local groups and businesses

Several visitors able to get help with billing issues and access to grants

Fast Forward to Net Zero – *A route to Net Zero for our region*, Nottingham, July 2024. Hosted by Nottinghamshire County Council













Speakers: MNZH, EMCCA, UoN, IUK BC

Impact: stronger relationship between council and organisations represented

~100 attendees

Community Energy Event, Derby, February 2025. Hosted by Derbyshire County Council





Presentations from EMCCA, Regen, Mott Macdonald (LAEP)

Workshops on: bidding & fund|ing, building decarb., group set up, transport

98 attendees (oversubscribed)

Broxtowe Climate Change Forum, Beeston, March 2025. Hosted by Broxtowe Borough Council








Climate Change Event featuring presentations, workshops and stalls

Impact: Facilitated session on school climate action plans + LAEP engagement

138 attendees, including schools, business and community group representatives

Our Future for a Cleaner, Greener Gedling, Arnold, June 2025. Hosted by Gedling Borough Council



Event hosted in local cinema/theatre, featured a mix of short films and talks



Local and locally active businesses and charities heavily involved



Short films made will be a legacy of the project for Gedling Borough Council

Technology Showcase, British Geological Survey, Keyworth, June 2025. Hosted by Rushcliffe Borough Council



Technology focussed event hosted at the British Geological Survey HQ



Opportunity to see large scale renewable installations in situ



Talks, workshops, stalls and tour. Opportunities for in depth enquiries

Climate Ambassadors Primary Schools Event, Nottinghamshire, June 2025. Hosted by Nottinghamshire County Council









Activity based climate change event aimed at primary schools

Impact: Pilot event for potential roll-out of Climate Ambassador scheme to primaries

Hands on activities and opportunities for children to learn about climate change and share their views

Solar Wizard

Solar Wizard is an online tool developed by the Centre for Sustainable Energy to assess the solar PV potential of individual buildings across Great Britain. The free version allows homeowners and communities to input an individual address and receive quick, impartial estimates of solar output, installation costs, and savings. The pai-for version, designed for local authorities and partners, includes a map-based interface with advanced features like bulk building analysis, financial modelling, and data export. This version supports strategic planning and community-scale solar project

Project team members from the city and county councils collaborated on a succesful bid for Midlands Net Zero Hub funds to obtain licences for the paid-for version of the Solar Wizard tool for themselves and the district and borough councils in both counties. Participating councils can use the tool themselves or allow access to community groups

In terms of social benefits, the activities in the communication & engagement strategy has had a multi-generational reach, including engagement with schools which has historically been very difficult for project partners to achieve. People from a wide range of socioeconomic backgrounds have attended our events, from those in fuel poverty through to those considered able-to-pay.

Engagement with community groups and particularly community energy groups has been strong throughout the later stages of the project. One of these groups has secured Community Energy Fund funding to progress their project and will be an immediate beneficiary of the Solar Wizard tool which project partners collaborated to procure, using funding they were able to secure from the Midlands Net Zero Hub.

This project coincided with something of a breakthrough in engaging with schools on climate change and net zero, which in the years since academisation had been very hard to achieve. We were able to support this through the events programme – with a workshop for schools to develop their Climate Action Plans forming part of the Broxtowe Climate Change Forum and Nottinghamshire County Council's support of the Climate Ambassadors programme – including this project funding an event to kickstart extending its reach into primary schools.

Quantitative environmental outcomes are difficult to measure in a project like this, but with the Green Rewards project (Work Package 5) by JUMP's estimation In the first three months of the programme, residents logged 4,607 actions which resulted in an estimated:

- 10,009 kg CO2e avoided
- 551 plant-based days
- 11,293kWh energy avoided through switching off
- 5,160 kg waste avoided by recycling and avoiding disposables

Expected future impact

This project enabled the start of a programme of nine Local Area Energy Plans across the region which, when complete, will inform immediate future priorities and projects both for the individual local authorities involved and for the region via the combined authority.

For Broxtowe, the Citizen Visioning project they were able to run with resourcing from the Net Zero Living programme has provided policy recommendations for future responses to and action to prevent flooding. It has also provided them with a Green champions network which is more representative of the borough than previous forums made up only of those with a pre-existing interest in climate action.

Across the region, community groups have been energised by meeting and interacting with each other and with the project and will likely be in a position to expand their membership and the scope of their activities as a result. New groups may even emerge, and Nottinghamshire County Council is planning to strengthen their offer to Community Group having seen the scale of activity happening in Derbyshire.

Follow on funding

LAEP Funding

The project provided the funding and capacity to enable the procurement of consultants to begin a Local Area Energy Plan (LAEP) for the region, along with covering associated legal costs and the purchase of proprietary data sets. Originally the LAEP contract was to be funded by contributions from all of the local authorities within the project area, but with this project having brought it to readiness concurrently with the formation of a new strategic authority – the East Midlands Combined County Authority- project team members were able to successfully make the case for funding to be included in the devolution settlement,

leveraging an additional £824k (excluding VAT) to ensure LAEP could proceed. This in turn will provide the evidence base for the combined authority to set out its priorities and, hopefully, bring in large amounts of funding for the energy transition in the region.

Mayoral Renewable Fund

The collation of the regional projects list, which formed part of work package 2, enabled a rapid response to the opportunity for Strategic Mayoral Authorities to bid for funding from Great British Energy for renewable energy projects that arose in March 2025. There were very tight timescales for this funding and specific criteria in terms of project readiness. The data structuring undertaken as part of this project made it very easy to identify a small number of suitable projects and one of these – a solar farm on a former colliery site in Derbyshire – was successful in securing £700k from this fund.

Derby Pocket Parks

Supplementing the 'ward prize' aspect of Green Rewards, Derby City council will be directing some of its Transforming Cities Funding to rewarding the highest scoring ward in the city with a new 'Pocket Park'

Challenges Faced

The first and perhaps biggest challenge was the change in project team members between the bidding and delivery phases, which when combined with the breadth and relatively loose definition of the project's aims mean that it took some time to come to a shared understanding firstly of what the project was about and what it aimed to deliver and then what each person's role would be in this. In some ways the relatively open framing was helpful in that it left space for those joining the project post-bid to input into better defining the aims and priorities.

Limitations in project team member capacity were expected, as many were balancing this work alongside other responsibilities and team sizes vary considerably. In consequence engagement across the region was inconsistent, with some areas showing strong participation while others were at times less responsive.

As the project progressed, the team shared expertise and materials across the partnership to reduce duplication and maintain consistency. Project partners supported each other's events and activities, to ensure they happened and ran smoothly. We also played to the strengths of individuals, assigning tasks based on capacity and expertise. In-person engagement - both within the project team and at public events - helped build relationships and improve communication.

Governance challenges were expected to some degree, particularly the extended timescales that can arise when working with local authority legal, procurement and IT teams.

This issue was compounded by Nottingham City Council's section 114 declaration, which added an intense level of scrutiny and additional administrative burdens not just to the project but to all of the above departments that needed to be involved. The use of external solicitors, facilitated by the project budget, was a major help in keeping the project moving.

Beyond the initial set-up of a project Teams channel and Sharepoint, the use of internal IT teams was minimised by making use of the technical support offered by Zühlke, favouring existing tools and by opting for externally managed, web-based solutions where possible. Where the use of the internal IT team was unavoidable, response times and support levels did present significant problems, to the extent that the completion of aspects of the project within the agreed timescales was in jeopardy and this, understandably, led to frustration of project team members and reduced engagement.

Procurement was another known challenge. Identifying a compliant route for commissioning private sector partners we knew we wanted to work with, most notably Jump – developer of the Green Rewards app – was difficult. Demonstrating best value when a product or service is very niche and has no or very few competitors is a problem that frequently arises with Climate Change and Net Zero projects.

Business engagement was also difficult to secure, partly due to the broad nature of the project, which made it harder to communicate clear outcomes or benefits. Previous experience of project participants was that businesses will only engage if there is some potential financial benefit to them. In this respect getting support from businesses for the events was easier as they represented a promotional opportunity so there was mutual benefit.

A shift in the local political landscape late in the project introduced uncertainty, particularly for county councils, where new administrations brought changing priorities. In response to political changes, county councils agreed to revisit their ongoing involvement beyond this project once the new administration's priorities become clearer.

Next Steps

Learning from the project will be sustained and embedded through continued and newly established regional engagement. Channels for sharing information and engaging businesses will be maintained and developed. The combined authority's priorities should soon be clarified through a suite of policies and opportunities for aspects of this project to continue or be built upon will hopefully emerge. The ultimate outcomes of LAEP will be the obvious aspect that the combined authority will run with, but other project outputs that may be taken forward include the project dashboard tool and potentially a region-wide roll out of Green Rewards.

Dissemination of learning will be carried out through a range of activities. These include independent repetition of events, such as the Broxtowe Climate Change Forum (2026), presentations on aspects of the project to local networks – for example presenting the outcomes of Broxtowe's Citizen Visioning to the Local Authority Energy Partnership and Green Rewards to the Urban Development Exchange.

Key Learnings

One key learning was that there was a lot more net zero related activity happening in the region than any individual project team member was aware of. In conducting a gap analysis for the region, with a view to refining the projects aims and targeting resource, it emerged that there were initiatives and activity happening somewhere in the region for any given area of activity. This led to a slight adjustment in focus, to try to enable regional spread of locally focussed best practice and to bolster communication of existing activities.

A high level of interest and activity among community groups emerged as the project progressed, and the team were pleasantly surprised not just by the interest but by the breadth of activity and the depth of understanding on show.

Internally, both opportunities and challenges were encountered by project partners when working across departments such as Planning, Housing, Public Health, and Economic Development. Whilst undoubtedly difficult to achieve, breaking down siloed working improves outcomes. Having a nexus of focus such as LAEP helped to encourage this internal engagement where a generalised ambition might have failed.

What worked well

Strong collaboration between the project partners and across the wider area was achieved. The programme of events in particular brought out the best of this collaboration. They were successfully organised and run, well received and helped bring people together around shared goals.

Work package 5 – Green Rewards significantly exceeded early expectations, which were just that the benefits of participating and the best practice in Nottinghamshire would be communicated, in the hope of encouraging Derbyshire councils to join the programme. Whilst the budget available through this project could have potentially simply funded this expansion, the requirement for innovation meant that instead the platform was significantly developed, to include features that Nottinghamshire project partners were keen to have, and that two Derbyshire councils were able to roll our the newly updated platform on a trial basis.

Similarly, while the ambition of the project was to lay the groundwork for LAEP, there was insufficient funding and resource to actually undertake the work so this was not in the scope. Nevertheless, through a combination of fortuitous timing and the tenacity of the original project lead, full funding was obtained from the newly formed combined authority. This project was instrumental to being ready to proceed at that key moment and the relationships already established have been a significant help in maintaining progress.

What didn’t work so well and why?

Other than the lead council, Nottingham, participating councils did not make a financial claim through the project for resourcing, instead pledging officer time as match funding in-kind and this meant that the project had to be delivered alongside existing responsibilities. Team sizes within each council also varied, and the county councils contributed more resource to

reflect this. Some project partners found that they needed to spend considerably more time than they had originally anticipated at some points in the project and at other times, other work had to take priority. This meant that engagement levels and priorities varied across partners and over time, which made coordination more difficult.

An ambition of the project was to launch joint energy projects, collaborating on aspects such as procurement and legals to make efficiencies for individual project partners.
This was achieved in the LAEP, Green Rewards, and Solar Wizard, however two of those three were covered by other work packages and project objectives. It proved difficult to identify other projects that were compatible with the time and money available and that were also not being undertaken by others

Finding a suitable digital platform for a shared regional project dashboard proved difficult. This is detailed in appendix 4

Although the events that were delivered through the project were well received and well attended, it is likely that a broader demographic could have been reached if they were run on a weekend, however this would have significantly increased venue costs and would have made it difficult for the majority of project team members to support due to caring responsibilities outside of work.

If the project were to be repeated, a more realistic approach to time and resource planning would be taken. Greater effort would be made to align priorities early on and improve internal coordination. For others looking to build on this work, it is recommended that time be spent understanding existing local activity and its impact. Flexibility and regular communication should be prioritised to support collaboration and progress.

What Could Others Use or Replicate

Project outputs that can be used by others

- Renewable Technology Guides: https://www.midlandsnetzerohub.co.uk/knowledge-hub/renewable-energy-guide/

- Case Study Videos (Gedling) – these videos were developed for the Gedling Borough Council Event 'Our Future for a Cleaner, Greener Gedling' covering the topics of:
    - Living in a new-build low carbon home
    - Living with an EV
    - Decarbonising a small business
    - A homeowner's deep retrofit journey
    - Active travel

  https://www.youtube.com/watch?v=hs5KTKk98Ys&list=PLxe2bml9ra7sXtRTCyhicKfJPZ6X9DWLJ

- The project Communication & Engagement Strategy (appendix 1) could be adapted to suit other projects or indeed a local authority's climate related activity

- The Citizen Visioning model could be adapted to suit any form of local authority engagement. See details on Broxtowe Borough Council's website here: https://www.broxtowe.gov.uk/for-you/climate-change/citizen-visioning/

- The project data structure developed for the Project Dashboard tool could be used by others, and any of the platforms explored may be suitable to different circumstances.

Useful Tools and sources of information

- Census Data—get an awareness of your demographics to help to target your activities https://www.ons.gov.uk/visualisations/customprofiles/
- Solar Wizard – solar potential mapping tool developed by the Centre for Sustainable Energy. Project partners collaborated through this project to secure funding for the paid-for version of the tool. This is intended to provide a resource for community groups and other organisations to help them to look for opportunities to set up solar projects in a given area, as well as to support the work of the local authority itself. A free version which can be used to look at individual buildings is available here: https://solarwizard.org.uk/

- Energy Saving Trust's Home Analytics data set forms the basis of Local Area Energy Planning and any council planning LAEP should factor in the cost of acquiring it
- Extensive guidance on LAEP, among many other topics, can be found on Energy Systems Catapult's website https://es.catapult.org.uk/

We worked with the following organisations and would be happy to recommend them to others:

- Jump (Green Rewards) https://teamjump.co.uk/
- Nottingham Energy Partnership https://www.nottenergy.com/
- Marches Energy Agency https://mea.org.uk/
- Midlands Net Zero Hub https://www.midlandsnetzerohub.co.uk/
- Involve UK (Citizen Visioning) https://www.involve.org.uk/
- Energy Saving Trust https://energysavingtrust.org.uk/
- Regen https://www.regen.co.uk/
- Centre for Sustainable Energy https://www.cse.org.uk/
- Local Authority Energy Partnership (Local Organisation)

  Since it was established in 1996, the LAEP has become a successful partnership of all 20 local authorities in Nottinghamshire and Derbyshire with a proven track record of joint working on climate change and energy efficiency schemes. Based within the Carbon and Energy Management Team, the LAEP Manager is hosted by Derbyshire County Council

Conclusion

The Co-County Carbon Coordination project has played a valuable role in advancing the region's net zero ambitions by improving collaboration, strategic planning, and community engagement across Derbyshire and Nottinghamshire. While not without its challenges, the project delivered a range of practical outputs—from enhanced digital tools and engagement strategies to the groundwork for Local Area Energy Plans—that will support ongoing and future climate action.

The funding enabled participating councils to trial new approaches, share learning, and build capacity in areas that had previously lacked coordination. Although some ambitions proved difficult to realise within the project's timeframe and resources, the initiative has laid a solid foundation for more integrated and effective regional climate work.

As the East Midlands Combined County Authority begins to define its strategic direction, the tools, relationships, and insights developed through this project offer a useful starting point for shaping future priorities and investment in the transition to net zero.

Glossary

Carbon neutral – The amount of carbon dioxide released into the atmosphere is equal to the amount removed from the atmosphere. This differs from ‘net zero’ in that it only includes carbon dioxide, and not other greenhouse gases. Carbon neutrality relies more on offsetting emissions, rather than focusing on carbon emissions reduction first.

CSE – Centre for Sustainable Energy

D2N2 – Derby, Derbyshire, Nottingham, Nottinghamshire – regional economic area and former Local Enterprise Partnership – now subsumed by EMCCA

EMCCA – East Midlands Combined County Authority

ESC – Energy Systems Catapult

EST – Energy Saving Trust

EVs – Electric Vehicles

IUK BC – Innovate UK Business Connect

Jump – Developer of Green Rewards app

LAEP – Local Area Energy Plan(ning)

MEA – Marches Energy Agency

MNZH – Midlands Net Zero Hub

NEP – Nottingham Energy Partnership

Net Zero - The amount of greenhouse gas emissions emitted into the atmosphere by human activity is equal to the amount removed from the atmosphere. Net zero focuses on reduction of emissions as much as possible before offsetting.

SMEs – Small to medium sized enterprises

UoN – University of Nottingham

Zühlke – Zühlke Engineering – technical partner

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2. An Introduction to Green Rewards for Local Authorities (p26-36)

3. Green Rewards Project Report (p37-52)

4. Project Dashboard Development (p53-65)

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Report to Overview and Scrutiny Committee

Subject: Artificial Intelligence (AI) Policy

Date: 16th November 2026

Author: Dan Reason – Chief Digital and Customer Officer

Wards Affected: All

Purpose

To provide Overview and Scrutiny committee with an update on the Artificial Intelligence (AI) Policy for Gedling since its implementation.

To seek committee views on whether to establish a working group to inform the policy review.

Key Decision: This is not a key decision

Recommendation(s)
THAT: Overview and Scrutiny Committee **1) Notes the progress made in the implementation of an AI Policy, including the introduction of an AI register managed by the Business and Technical Design Authority (BTDA) and restrictions on access to unapproved AI tools.** **2) Notes the increase in requests for AI tools and the opportunity to review the policy in light of experience since implementation.** **3) Considers whether to establish a time-limited working group to examine the implementation and effectiveness of the AI Policy and make recommendations to inform its review, with the scope, timetable and reporting arrangements agreed by the Committee.**

1 Background

1.1 Although AI has been available and in use for several years, over the last 2 – 3 years its prevalence has grown, and generative AI models are now increasingly being used across all sectors including local government.

1.2 The Council started to make some use of generative AI and software suppliers are/will be increasingly making use of wider AI tooling, with vendors embedding AI capabilities as part of their product roadmaps.

1.3 It therefore became appropriate to implement a specific AI Policy (Appendix 1), which supplemented and complemented existing policies through which AI must be considered including the Council's Data Protection Policy and its Equalities Policy.

1.4 When the policy was drafted it was reviewed with input from the Assistant Director – Governance and Democracy, by colleagues in ICT and by Data Protection colleagues. Analysis was also undertaken of national AI guidance, as well as guidance from the LGA and other sources to ensure that the Council aligns with current best practice.
All feedback given on it was incorporated before its approval by Cabinet in October 2025.

1.5 The Policy is based around 6 key principles –

1. Seek to balance risk and benefit in the use of AI
2. Ensure lawful and ethical use
3. Ensure AI services are secure and resilient
4. Ensure data processing transparency.
5. Train employees on the benefits and risks of AI.
6. Ensure value for money

2 Implementation and review of the AI Policy

2.1 Since the AI Policy was approved by Cabinet in October 2025, the Council has introduced arrangements to manage the use of AI in a controlled way. These include establishing an AI register, managed by the Business and Technical Design Authority (BTDA), and restricting access to AI software to approved tools.

2.2 The register provides a central record of approved AI tools and supports oversight of their use across the Council. The BTDA provides the route for considering requests for new tools, helping to ensure that their proposed use is considered before access is granted.

2.3 Access restrictions support this approach by limiting the AI tools available to staff to those approved for Council use. Together, these measures put

the policy into practice and help reduce the risk of Council information being entered into unapproved software.

2.4 The Council is seeing interest growing in access to AI tools, namely, paid-for Copilot capabilities, from staff interested in using AI to support their work. It does not demonstrate increased use or benefits achieved, but it highlights demand to explore what these tools could offer.
Useful training guides on how to use approved AI tools to find information quickly and to help interrogate data have started to be prepared and will be shared across the organisation to try and provide some assistance with productivity.

2.5 This growing interest and the expectation that we expect to see an increase in requests submitted, makes it timely to review the policy, drawing on any experience since its introduction. The review would consider whether the current arrangements remain clear and proportionate, enabling appropriate use of AI while maintaining safeguards for Council information and public trust.

2.6 The Overview and Scrutiny Committee is invited to consider whether it would wish to establish a working group to help inform the review. This would provide an opportunity for members to consider how the policy is operating in practice and contribute to any proposed changes.

2.7 The working group could consider the approval process, the guidance staff need and how the Council should assess the benefits and risks of more advanced AI tools. Its findings would inform proposed revisions to the policy, with any changes considered through the Council's existing approval arrangements.

3 Alternative Options

3.1 The alternative option is to do nothing. Whilst some risks of AI use are already covered under the existing Data Protection Policy, the rise in the use of AI means that a separate policy is prudent and aligned to good practice. Reviewing that policy in order to ensure it remains relevant and considers latest learnings is also a recommended activity.

4 Financial Implications

4.1 Although the policy has no direct financial implications, there is a cost to using AI that will be considered as part of any requests for its enablement.

5 Legal Implications

5.1 The legal implications of misuse of AI are potentially significant and include the potential for:

- Personal data breaches (GDPR breaches)
- Intellectual property and Copyright infringement
- Bias and discrimination, failure to adhere to the Equalities Act.
- Weaponisation / creation of distrust.

The implementation of a specific AI Policy, consistently applied, will help Gedling to mitigate these risks.

6 Equalities Implications

6.1 Generative AI has a potential for bias and may unintentionally discriminate or reinforce social inequality. This can be mitigated by appropriate controls, included within the approved policy.

7 Carbon Reduction/Environmental Sustainability Implications

7.1 There are no known carbon reduction or sustainability implications as a direct result of this paper, however the ongoing deployment of AI at a global scale requires additional computing power, and therefore increased energy use that is not always obvious. While Gedling alone cannot mitigate these risks, being cognisant of using AI only where there is wider benefit and carefully considering the supply chain as far as reasonably possible can help to offset some of this impact.

8 Appendices

8.1 Appendix 1 - AI Policy v1.0

9 Background Papers

9.1 None

10 Local Government Reorganisation

10.1 As Local Government Reorganisation progresses, maintaining a robust AI Policy will help support the safe and consistent use of AI during the transition. Reviewing the policy provides an opportunity to capture learning thus far from its implementation and support future alignment with partner councils as services are brought together.

11 Reasons for Recommendations

11.1 To enable the Committee to examine progress in implementing the AI Policy, identify areas where further assurance or evidence is required, and consider how member-led scrutiny could inform a proportionate review.

Statutory Officer approval

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

Approved by:
Date:
On behalf of the Monitoring Officer

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Appendix 1

Artificial Intelligence (AI) Policy

Version control	V1.0
Approved by	Cabinet – 9.10.25
Next review date	
Job title of responsible officer	Assistant Director, Digital, Data and Technology

Foreword

The world in which the Council operates is changing rapidly. Although types of Artificial Intelligence (AI) have been around for decades, in recent years the rise of generative AI tools that can learn and perform tasks usually completed by humans represents a significant advancement in technology, leading to new opportunities and risks.

It is critical that the Council moves with the times and can derive benefit from Artificial Intelligence, while ensuring that it has adequate controls in place to mitigate potential risks.

The 'What is AI' section of the AI Playbook for the UK Government defines AI as:

"An AI system is a machine-based system that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments. Different AI systems vary in their levels of autonomy and adaptiveness after deployment."

Purpose

The purpose of this Artificial (AI) Policy is to set out clear guidelines for the responsible use of AI by employees, elected members, suppliers and contractors. It should be read in conjunction with the Council's Data Protection, Information Security, Equality and relevant HR policies.

Scope

The Policy applies to all Council services, all employees and elected members (while delivering Council work), and to suppliers commissioned to provide products to, or to deliver services, on the Council's behalf.

The policy covers any AI system that is procured, developed by or for, or used by, the Council, or that is used by any partner or supplier in the delivery of Council services.

Policy statement

The Council understands the potential benefit of Artificial Intelligence in the delivery of public services, providing it is used safely, lawfully, responsibly and ethically.

The Council also recognises that the use of AI is not without risk. This policy sets out guiding principles for the responsible procurement, development and usage of AI across the Council and should be read in conjunction with the Council's existing Data Protection, Information Security and HR policies and alongside the Council's Architecture Design Principles that cover the use of all ICT systems.

Principles

The following six key principles must be followed to ensure the safe, lawful, responsible and ethical use of AI at Gedling.

The Council will:

1. Seek to balance risk and benefit in the use of AI

- The Council will welcome ideas across all services in relation to the potential use of AI to support agreed outcomes. All Council staff and elected members are encouraged to consider where AI might be able to add value.

- Where no personally identifiable, sensitive, or organisationally confidential information, is being exposed to AI, and where the relevant AI tooling has been approved for use through the Council's Business Technical Design Authority (BTDA), employees and elected members will be enabled to use approved AI tools provided by the Council in the delivery of their work.

- A single approved technology register shall be maintained by the Council's BTDA and will include approved AI tools.

- In cases where personally identifiable data is being used, or where information that is proposed for exposure to AI is confidential, formal advance approval must be sought from the Corporate Risk Group and a Data Protection Impact Assessment (DPIA) must be completed for each use case.

- Following approval, the Council's Record of Processing activity must be updated to reflect changes to the processing of personally identifiable data. The Record is monitored by the Council's Data Protection Officer and must be kept updated by Data and Process Owners.

- AI tools that are available for personal use and not provided by the Council may be used for general search and research purposes (in the same way that a search engine would) but may not be used to process Council data.

- Results from either AI used outside of the Council or AI tools made available within it must be checked for accuracy before use and must not be replicated in any publication due to the potential for copyright infringement. Any content that has been created using generative AI should include the following footnote as standard:

  Note: *This document contains content generated by Artificial Intelligence (AI). AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.*

- Data that is held by the Council and not generally available to the public, including all personally identifiable data, must not be exposed to personal, or unapproved, AI tools.

- Unauthorised AI tools will be blocked by the ICT service for use on the Council's network to ensure that no Council data or personally identifiable information is released inadvertently via unauthorised applications.

2. Ensure lawful and ethical use

- AI use will be compliant with all necessary legislation and regulation, including, but not limited to, the Data Protection Act (UK, 2018) and the Copyright, Designs and Patents Act (UK, 1988).

- The processing of personally identifiable information using AI will be limited to

that which is strictly necessary and must first be approved by the Council's Corporate Risk Group.

- The lawful basis for processing personally identifiable information will be included in the Council's Record of Processing Activity and a DPIA will be undertaken for each relevant use case.

- AI will not be used to make decisions. It may make recommendations, but all decisions will be reviewed and made by humans.

- It is recognised that AI presents potential risks in relation to unintended bias based on gender, race, age, ethnicity, and other protected characteristics. Where AI is used to process personally identifiable information that has implications for people (e.g. Recruitment process support, analysis of large-scale consultation data), an Equality Impact Assessment will be undertaken and appropriate mitigations put in place.

3. Ensure AI services are secure and resilient

- Safeguards will be considered for all AI tools including ensuring sufficiently robust technical controls are in place. These include security testing and, in the case of generative AI, content filtering to detect malicious activity, as well as validation checks to ensure responses are accurate.

- Requirements relating to AI that are included in any specification document when procuring systems or services using AI will be clear and will required detailed responses from suppliers to enable the Council to ensure security and resilience.

4. Ensure data processing transparency.

- All AI solutions used by the Council will be explainable and open to scrutiny. No solutions or services will be bought, or used, where it is not clear how data is being processed.

- Procurement of new solutions or services that include the use of AI will include reference to this policy and suppliers will be expected to adhere to it.

5. Train employees on the benefits and risks of AI.

- All employees, and relevant partners, suppliers and sub-contractors will be made aware of this Policy.
- All employees will be provided with appropriate training and guidance prior to being granted access to AI capabilities.
- Access to AI will only be granted by the Digital, Data and Technology team and licences will be managed centrally.

6. Ensure value for money

- The Council recognises that AI comes at a cost and will assess each request for the use of AI based on an overall assessment of the value for money that it offers.
- This assessment will follow standard business case principles and consider relative benefit, risk and total costs.
- Requests to use AI must first be logged via the ICT service desk for review.

Monitoring

The use of AI will be monitored by the Digital, Data and Technology team.
Licences and usage will be periodically reviewed to ensure value for money and licence compliance.

Unauthorised use of AI will be referred to the Assistant Director for Digital, Data and Technology and the relevant line manager for investigation.

Suspected data breaches (unauthorised disclosure of personally identifiable or confidential data via unapproved tools) must be reported using the Council's existing data breach process.

Roles and responsibilities

Role	Responsibility
Cabinet	Approval of the Policy and periodic review of the use of AI as part of standard SIRO reporting.
Senior Information Risk Owner (SIRO)	Accountable for the Policy and its enforcement.
Assistant Director of Digital, Data ar Technology	Responsible for policy implementation and review.
Business and Technical Desig Authority	Responsible for approving AI for Council use and maintaining a register of all approved solutions (also responsible for assessing supplier solutions where used in the delivery of Council services).
Corporate Risk Group	Responsible for assessing use cases where personally identifiable data is proposed for use and approving usage (in liaison with the Chair of the BTDA and technology approval). Responsible for ensuring completion and assessment of related DPIAs.
ICT team	Responsible for granting access to AI tools following approval from the BTDA (and, where necessary, the Corporate Risk Group). Responsible for reviewing access, usage and licensing on a periodic basis.

Data and Process Owners	Responsible for completing DPIAs, EqIAs and updating the Council's ROPA as required.
Assistant Director of Workforce	Responsible for ensuring appropriate training on AI is captured and fed into the organisation's Learning and Development plans.
Directors and Assistant Directors	Responsible for ensuring all employees are aware of the AI policy and what it means for them.
All employees and elected members	Responsible for adhering to the Policy and related processes.

Review period

This Policy will be approved by Cabinet and reviewed no less frequently than every two years.

Related policies

GDPR

Information Security

Equality and Diversity

Templates and links

Request AI use	Self-Service Portal - SysAid Help Desk Software
BTDA template	BTDA Request .docx (Note this must be sent to the Service Desk as part of a request for AI use if new technology is to be used).
Data Protection Impact Assessment	https://intranet.gedling.gov.uk/wp-content/uploads/2019/10/Data-Protection-Impact-Assessment-DPIA-Questionnaire.doc (Note this must be sent to the ICT service desk for inclusion on the agenda at the Corporate Risk Group)
Equality Impact Assessment	https://intranet.gedling.gov.uk/wp-content/uploads/2019/01/EIA-form.docx

Report to Overview and Scrutiny Committee

Subject: Budget, Virement, and Performance Monitoring for the period April to July 2026

Date: 16 November 2026

Author: Senior Leadership Team

Wards Affected

Borough-wide

Purpose

To provide Members with an integrated update on the Council's financial and service performance position for the period April to July 2026, including the forecast revenue and capital outturn, key budget movements, progress against performance indicators and the Annual Delivery Plan, and the actions being taken through the Budget, Performance and Risk Board to manage pressures, risks and delivery priorities.

Recommendation(s)

Members are recommended to:

1. **Note the report and make comment as appropriate.**

1 Background and Strategic Context

1.1 The Council has established a Budget, Performance and Risk Board to strengthen the link between financial management, service delivery, risk management and improvement activity. The Board provides a single forum for reviewing budget forecasts, performance indicators, delivery plan milestones, emerging service pressures and corrective action, so that resources are directed to the areas that most support delivery of the Council's priorities.

1.2 This report therefore brings together the Council's revenue and capital position with performance information for the same period. The intention is not simply to place two reports together, but to highlight the relationship

between resources, demand, service performance and delivery risk. Detailed supporting information remains in the appendices, while the main report focuses on the key messages, exceptions and actions.

2 Executive Summary

The April to July 2026 position shows that the Council is continuing to deliver many key services well, with 11 performance indicators meeting or exceeding target and 48 of 52 Annual Delivery Plan milestones completed. However, the same period also shows clear links between operational demand, resource pressures and financial risk. The General Fund is currently forecasting an overspend of £546,600 before mitigation, driven principally by reduced investment income, increased fuel costs, service transfer costs, capital financing adjustments and specific service pressures. The proposed repurposing of £306,800 of earmarked reserves reduces the residual forecast pressure to £239,800. No additional budget or use of General Fund balances is being requested at this stage. Officers will continue to pursue in-year mitigation, with the position reviewed at the next monitoring period before any further funding decision is made.

3.0 Integrated Revenue, Performance and Delivery Position

The following table summarises the overall financial position of the General Fund Revenue Budget and the expected total spend for the year. The forecast has been prepared using information available to Financial Services and service managers as at 31 July 2026 and has been reviewed alongside performance and delivery information through the Budget, Performance and Risk Board.

The forecast should be considered alongside the service performance information in this report, as a number of movements are linked to operational delivery, customer demand, staffing capacity, external economic factors and the timing of capital activity.

General Fund Revenue Budget 2026/27 – Change Analysis

	£
Net Council Budget for 2026/27 approved by Council on 4 March 2026 and Cabinet's Maximum Budget	**£16,882,300**
Up to the end of July 2026 expenditure less income totalled	£1,809,978
In the remaining eight months of the year, net expenditure is expected to be	£15,428,922
Total net revenue spend for the year is currently expected to be	**£17,428,900**

Projected Revenue (Under)/ Overspend 2026/27	**£546,600**
Proposed Transfer from Earmarked Reserves for Approval	**(£306,800)**
Projected Revenue (Under)/ Overspend 2026/27	**£239,800**

Although the current forecast shows a projected overspend of **£239,800**, no additional budget is being requested at this stage. There remains an opportunity to reduce the forecast pressure through targeted marketing activity to improve leisure income, potential procurement savings from the new fuel contract, and the management of other in-year savings and underspends. The position will be reviewed at the next monitoring period, when the latest forecast and the effectiveness of these mitigating actions will be assessed and a decision taken on whether any additional budget is required to achieve a balanced outturn.

3.1 Key integrated budget and performance messages

Appendix 1 sets out the detailed General Fund Revenue budget position by Portfolio. The main report focuses on the areas where budget movements have a direct or potential relationship with service performance, delivery of the Annual Delivery Plan, customer demand or future financial sustainability. This enables Members to consider not only whether budgets are changing, but why they are changing and what this means for delivery of Council priorities.

3.2 Revenue exceptions linked to service delivery

Favourable movements

Employee savings across Parks, Waste & Street Care as a result of a number of vacancies, offset with additional expenditure to extend honoraria and correction to the contractual overtime budget (omitted in error at budget setting) result in a net savings of **(£25,000)**. An agency staffing budget is also available, where appropriate, to provide short-term cover for essential vacancies until permanent appointments are made, helping to maintain service continuity. Although this creates a favourable financial movement in the short term, it should be considered alongside operational performance, customer demand and delivery of planned efficiencies. Vacancies may affect service resilience, response times, waste and street care activity, complaints

and MP correspondence, and the ability to deliver route and schedule efficiencies without adversely affecting service standards. The position should also be monitored alongside sickness absence, customer contact performance and fuel usage to ensure that short-term salary savings do not create wider performance pressures or future costs.

Adverse movements

Reduced **investment income of £150,000** reflects lower interest rate expectations and delays in capital receipts. The position is also affected by the timing of cashflows during the year, including Council Tax and Business Rates collection performance, because slower collection reduces the cash balances available for short-term investment. Collection performance will therefore be monitored alongside treasury activity through the Budget, Performance and Risk Board.

Increased **fuel spend of £150,000** is linked to the significant increase in the unit price of HVO fuel. However, if the fleet were still operating on diesel, the forecast increase would be higher due to the rise in diesel prices. Therefore, while the cost of HVO has increased, it remains the lower-cost option. A new procurement contract is currently being progressed and may result in more favourable prices during the remainder of the year. The current forecast is therefore considered to represent a prudent worst-case position and will be updated as the procurement process concludes and revised pricing becomes clearer. This supports continued delivery of operational services, including waste and street care, but creates a pressure that should be monitored alongside operational productivity, route optimisation and future fleet planning.

Minimum Revenue Provision adjustment of £52,400, following the 2025/26 outturn position, the deferral of capital projects and the reduced use of capital receipts.

First-year **Building Control costs of £114,000** following the transfer of the service to Erewash Borough Council, this represents an increase against the Council's base budget. However, the partnership arrangement is expected to cost less than the previous delivery model, under which higher-cost agency staff were required to maintain the service. Certain Building Control functions are statutory and the Council previously experienced difficulties to deliver in-house because of the limited availability of appropriately qualified staff in the current employment market. The Erewash partnership provides a more sustainable and resilient delivery model and enables the Council to provide a 24/7 response to Building Control emergencies.

Additional operational costs of **£51,600** have been incurred at Carlton Forum Leisure Centre to help keep the facility operating safely and effectively. In addition, income from swimming lessons is forecast to be **£31,000 below target** because fewer lessons have been sold than expected. This is consistent with the below-target number of visits to leisure centres, as fewer visitors mean fewer opportunities to promote swimming lessons and may also affect membership, pay-as-you-go visits and other leisure income. Targeted marketing activity will be considered to attract new members, alongside initiatives to improve the retention of existing members. The Budget, Performance and Risk Board will continue to monitor visitor numbers, take-up of swimming lessons, the number of enquiries that lead to bookings, the effectiveness of marketing and member retention activity, and the wider recovery of leisure income.

Public Land & Buildings £40,000 additional Council Tax, Business Rates and maintenance costs arising from empty Council-owned properties awaiting demolition.

Details of the budget virements authorising the use of earmarked reserves and Revenue Budget Funds, as approved by the Chief Financial Officer and relevant Corporate Director in accordance with Financial Regulations, are set out in **Appendix 2**.

No virements were approved by Portfolio Holders for amounts of £50,000 or less during April to July 2026.

3.3 Reserves balances

A review of earmarked reserves has identified that £306,800 can be repurposed to mitigate the in-year position, while retaining sufficient balances for the purposes for which those reserves are held. The review included the release of residual balances from a number of historic reserves that are no longer required, together with an assessment of replacement reserves to identify funding above current anticipated requirements. The amounts identified as surplus are proposed to be reallocated to support service delivery. Subject to Cabinet approval, this will reduce the residual forecast overspend to £239,800.

3.4 Pay Award

The Council approved a budget of £561,000 in the 2026/27 Revenue Budget for the 2026/27 pay award, based on an assumed 3% increase. The National Employers have agreed a 3.3% increase for Chief Executives and a 3.3% increase for all other staff on NJC pay points 1 and above, with effect from 1 April 2026. The net impact on the budget is approximately £37,000.

3.5 Interest Rates

At the start of 2026/27 the Bank of England base rate stood at 3.75%; this remained unchanged by the Monetary Policy Committee (MPC) on 30 July 2026. While the Council's forecasts reflect the information currently available, continued volatility in the wider economic environment and the potential impact of global events may place further upward pressure on inflation, interest rates, energy prices and other operating costs. This could adversely affect the Council's budget position and underlying financial assumptions in future periods and will therefore be kept under close review.

4.0 Efficiency programme – Progress Update

The Medium-Term Financial Plan includes efficiency savings required to maintain a balanced budget up to the anticipated vesting day for Local Government Reorganisation (LGR). While LGR affects the Council's longer-term planning horizon, it remains essential that agreed savings are delivered where practicable and that the programme is kept under review to reflect changes in timing, feasibility and service priorities.

The current approved efficiency programme totals £473,000 for delivery across 2026/27 and 2027/28. Of this, £374,800 is due for delivery in 2026/27, comprising £324,100 approved in the Budget Report presented to Council on 4 March 2026 and £50,700 approved in prior years.

Approved Efficiency Programme 2026/27	**(374,800)**
Efficiencies to be deferred at Period 4:	
Transformation – Service Review	27,000
Review of Waste Service refuse rounds	25,000
Review Mechanical Sweeper & Litter Bin schedules	10,000
Electrification of power tools	2,500
Deferral of efficiencies at Period 4	**64,500**
Revised efficiency programme delivery for 2026-27	**(310,300)**
Budget Risk Provision utilised	**(64,500)**
Net Impact on General Fund	**(374,800)**

Summary: Deferred efficiencies remain within the programme but will be delivered later than originally planned, primarily in 2027/28.

5.0 Capital Programme and Delivery Impact

Appendix 3 details the current projected position on the Capital Programme and its financing for 2026/27, analysed by Portfolio. The capital programme

is a key enabler of service delivery and the Annual Delivery Plan. The position should therefore be considered not only in financial terms, but also in terms of the impact that additions, reductions or deferrals may have on service outcomes, asset condition, statutory compliance, customer experience and future revenue budgets.

The proposed net amendments reduce the 2026/27 capital programme. The most significant movements relate to the deferral of the vehicle replacement programme and Disabled Facilities Grant expenditure, additional fire door replacement works and the rephasing of refurbishment activity. Each movement has been reviewed in the context of delivery requirements, operational capacity and affordability.

Capital Budget 2026/27 - Change Analysis	
	£
Original 2026/27 budget approved by Cabinet on 4 Mar 2026	**10,194,000**
Council-approved carry-forwards from 2025/26	1,517,500
Approved budget at Period 4 2026/27	**11,711,500**
Programme amendments approved up to Period 4:	
Leader Report 21/07/26 S106 contributions to Bestwood Parish	10,000
Current approved budget for 2026/27	**11,721,500**
Proposed Amendments to the Programme	
Additions to capital programme:	
Fire door replacement	116,000
Legal Case Management System cloud migration	22,000
Deferrals of existing scheme:	
Vehicle replacement programme	(1,284,800)
Disabled Facilities Grant	(400,000)
Jubilee House refurbishment	(70,000)
Reductions to existing programme:	
Asset management fund	(116,000)
Total Proposed Amendments	**(1,732,800)**
Revised Capital Programme 2026/27	**9,988,700**
Actual Expenditure to Period 4 2026/27	1,830,653
Estimated Expenditure Period 5 to Period 12 2026/27	8,158,047
Projected Outturn	**9,988,700**

5.1 Capital additions, deferrals and reductions linked to delivery

An additional budget of **£116,000** is required for the fire door replacement programme following the identification of further works after the project commenced. These works will support statutory compliance, improve the safety of Council buildings and enable them to continue operating safely. The additional cost will be funded from the Asset Management Fund.

The Legal Case Management System **(£22,000)** relates to the migration of the software to a cloud server to improve security and performance and is proposed to be funded through Earmarked reserves.

Deferrals of existing schemes:

Vehicle Replacement Programme **(£1,284,800)** is being deferred following a review of the existing fleet and the lead time for new purchases. This includes £686,000 for Food Waste Vehicles which are scheduled for delivery in Quarter 2 of 2027/28. The deferral supports affordability in 2026/27 but should continue to be monitored against operational resilience, environmental objectives, fleet maintenance costs and future delivery of waste-related service changes.

Deferring vehicle replacement may increase revenue expenditure on repairs and replacement parts where vehicles are retained beyond their optimum replacement period.

Disabled Facilities Grant **(£400,000)** expenditure is forecast to be rephased into 2027/28, based on applications received and current processing times. The funding is fully committed and will be carried forward to meet the cost of these approved works. The position should be monitored alongside housing-related performance measures and customer demand to ensure that the timing of delivery does not create wider service, equality or wellbeing impacts.

Reductions to existing schemes are as follows:

The Asset Management Fund (£116,000) will be used to fund the increased costs associated with the fire door replacement works.

The Jubilee House refurbishment budget will be reduced by £70,000. In view of current capacity and the position on Local Government Reorganisation, the scope of the works is being reviewed and a reduced specification is proposed.

5.2 Capital Programme Financing

The projected method of financing the revised capital programme requirement of **£9,988,400** is detailed in Appendix 3 and summarised in the table below.

Financing Source	Amount	Explanation / Financial Impact
Prudential Borrowing	£3,868,100	Used where capital expenditure is not funded from grants, contributions, reserves or capital receipts. Any increase in borrowing requirement should be considered alongside Minimum Revenue Provision, interest costs and treasury management assumptions.
Grants and Contributions	£3,330,800	External funding supporting specific capital schemes, including grant-funded activity such as Disabled Facilities Grants and other contributions where applicable. Any deferral of grant-funded schemes should be monitored against delivery timescales and service outcomes.
Revenue, Reserves and Internal Funds	£2,789,500	Internal financing sources used to support specific schemes. Use of internal funding should be monitored to ensure reserves remain sufficient for their intended purpose and to avoid creating future budget pressures.
Total Financing	**£9,988,400**	**Total financing must agree to the revised capital programme for 2026/27.**

This represents the latest forecast capital financing position. It may change during the year depending on the timing and value of capital receipts and any revisions to Minimum Revenue Provision or investment income assumptions. Changes to the financing mix may have implications for both the in-year revenue position and the Council's medium-term financial plans.

5.3 Capital Receipts Monitoring

When the Council sells General Fund assets, it may use the resulting capital receipts to fund capital expenditure or retain them to support projects in future years.

6 Performance, Demand and Financial Exceptions (Appendix 4)

There are 28 performance indicators monitored on a four-monthly basis in 2026/27. In Period 1, 11 indicators met or exceeded target, 8 were below target and 9 were for tracking purposes only. The key issue for Cabinet is the relationship between performance exceptions, demand pressures and the budget position. Where performance is below target, the Budget,

Performance and Risk Board will continue to review whether the cause is demand, capacity, system implementation, external factors or budget constraint, and whether corrective action requires operational change, temporary support or longer-term budget planning.

Each performance exception has been reviewed to identify whether there is a direct or indirect financial implication. Some indicators, such as Council Tax collection, Business Rates collection and leisure visits, have an immediate income, cashflow or treasury management relevance.

Collection rates affect the level and timing of cash balances available for short-term investment, and can therefore influence investment income as well as recovery activity and future Collection Fund assumptions.

Other indicators, such as customer contact, benefits processing and sickness absence, affect the financial position through demand, staffing capacity, productivity and avoidable workload. Housing delivery indicators have a longer-term financial relevance through growth, Council Tax base assumptions and future service demand. This enables the Budget, Performance and Risk Board to consider whether each exception creates an immediate budget pressure, a future financial risk or a requirement for service intervention.

Positive performance contributing to financial resilience and the delivery of Council priorities includes:

Performance Indicator	Period 1 April to July 2026	
	Value	Target
Percentage of Business Rates Collected	38.42%	37.12%
LI018 Percentage of invoices paid within 30 days	99.26%	99%
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	95.8%	94%
Percentage of Major planning applications processed within 13 weeks	100%	92%
Percentage of other planning applications processed within 8 weeks	90.63%	80%
Number of rented households with health and safety hazards that fall below the minimum legal standard that have been	59	17

remediated following the council's intervention		
Number of long term (over 12 months) empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	32	23
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	96%	95%

6.1 Performance indicators currently below target are shown below.

Performance Indicator	Period 1 April to July 2026	
	Value	Target
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	61.5%	85%
LI074 Housing Benefits /Council Tax Reduction Scheme processing days	25 Days	15 Days
LI075 Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	9.5 Days	5 Days
LI027 Number of visits to leisure centres	404,781	450,137
NI154 Net additional homes provided	181	212
NI155 Number of affordable homes delivered (gross)	19	37
LI006 Working Days Lost Due to Sickness	12.87 Days	9 Days

The main messages are that customer contact, benefits processing, leisure visits, housing delivery, Council Tax collection and sickness absence all have identifiable links to the Council's financial position, either through income, cashflow, treasury management, staffing capacity, productivity, avoidable demand or medium-term financial planning However, action is being taken across the areas where performance is below target.

Customer contact performance is improving following the peak in demand generated by annual billing, Garden Waste renewals and waste bin deliveries, with the new service structure and further transformation activity intended to improve response times; importantly, the wider measure of calls answered or receiving a call back remains above target. In Benefits, recent appointments to vacant team

leader and administrative roles are expected to increase capacity and reduce processing times.

For leisure, the Council is progressing targeted marketing to attract new members, strengthening retention activity and continuing to monitor visits, swimming lesson take-up and the number of enquiries that result in bookings.

Housing delivery will be supported through the emerging Local Development Plan, which will allocate sites to meet the Borough's revised housing requirement.

The new sickness absence management process is now in place, supported by manager coaching, additional HR capacity and dedicated HR Business Partner support. Although performance remains above target, the 12-month rolling sickness absence rate has improved slightly to 12.87 days per full-time equivalent employee, and further improvement is expected as these measures become embedded.

These actions sit alongside strong performance in related areas, including Business Rates collection, prompt payment of invoices, planning application processing, private-sector housing interventions, bringing long-term empty homes back into use and food hygiene standards.

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7.0 Customer Contact, Complaints and Demand Pressures

Complaints, compliments and MP letters provide important context for both service performance and resource planning. The increase in complaints and MP correspondence during Period 1 should be considered alongside customer contact volumes, call-handling performance, annual billing activity, garden waste renewal activity and waste bin delivery issues. Understanding the drivers of demand will support better forecasting, service improvement and budget planning.

Complaints and MP correspondence should therefore be treated as an early warning indicator of service and financial pressure. Although complaints do not always create a direct budget variance, increases in complaint volumes can lead to additional officer time, repeat contact, escalation, investigation work and corrective action. Where complaints relate to services already showing below-target performance, such as customer contact, benefits processing, waste-related demand or leisure centre usage, they provide evidence that performance pressures may also be creating wider resource and financial impacts.

- The Council received 471 complaints in total, 307 more than in the previous four-month period. Complaints peaked in May and June, potentially reflecting the change to garden waste collection rounds as residents adjusted to different collection days and crews became familiar with the new routes and

associated assisted collections. Complaint levels reduced in July and August as the new arrangements became established.

- Of all complaints received, 64% were processed within the required timescale, 10 percentage points lower than in the previous four-month period.
- The Council received 122 compliments, 27 more than in the previous four-month period.
- The Council received 130 MP letters, 44 more than in the previous four-month period.

8.0 Annual Delivery Plan 2026/27 Progress and Resource Alignment

In April 2026 Cabinet agreed the Annual Delivery Plan with 50 actions spanning five themes. The Delivery Plan is a key mechanism for ensuring that budget decisions, service activity and performance expectations are aligned to the Council's Legacy Plan priorities.

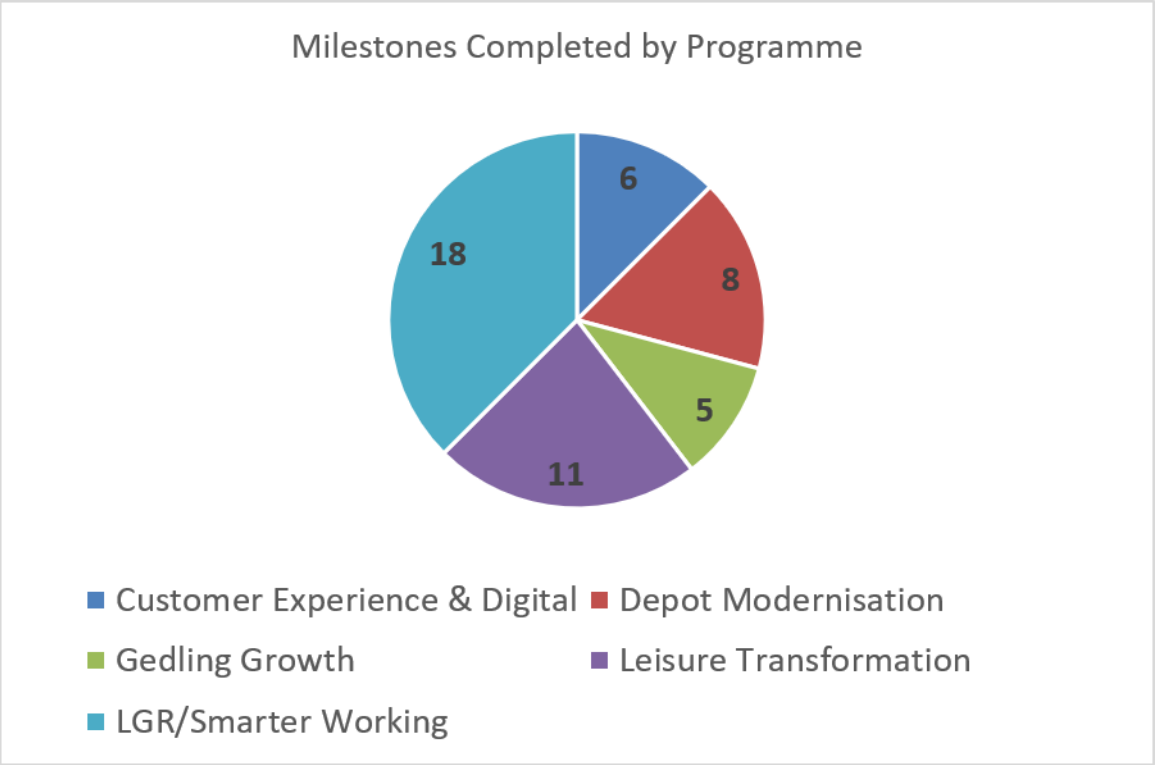
- Customer Experience, Communities and Digital
- Depot Modernisation
- Gedling Growth
- Leisure Transformation
- Local Government Reorganisation/Critical Foundations

Milestones have been identified against the actions to support monitoring. There are 180 milestones due for completion by March 2027. At Period 1, 48 of 52 expected milestones have been completed, representing a completion rate of 92.3%. This is a positive delivery position, but the four off-track milestones should be reviewed alongside any associated budget pressure, capacity constraint, dependency or performance risk.

The table below shows the total number of milestones expected for each reporting period and the current and cumulative progress.

Reporting Period	No. of milestones	Completed	Off Track	Completion rate for Period	Cumulative completion rate
1 Apr – 31 July	52	48	4	92.3%	92.3%

The milestone position is summarised in the table above.



8.1 Annual Delivery Plan Achievements this period

- Successfully planned and delivered the Arnold Summer Fair, supporting community engagement and generating positive feedback.
- Green Flag status maintained for the Council's parks, recognising the continued achievement of national standards for the management and maintenance of public open spaces.
- Made significant progress in preparing the draft Local Plan, providing the evidence and policy framework needed to guide sustainable development across the Borough.
- Prepared for the implementation of the Renters' Rights legislation by delivering initial staff training and adopting revised civil penalties and private sector housing enforcement policies.
- Delivered key waste and depot modernisation milestones, including mapping current waste collection rounds, preparing operational improvement plans, gathering service data, and appointing an Environmental Projects Implementation Officer.
- Completed the decommissioning of the Richard Herrod Centre, representing a significant milestone in the delivery of the Carlton Active project.
- Advanced strategic asset management by bringing asset and condition information into a single source, developing recommendations for individual assets and approving a wider strategy for Council-owned assets.

9 Alternative Options

Option – Not to update budgets during the year and not to present finance and performance information in an integrated way.

Advantages:

- The final outturn position of the Council can be easily compared to its original intentions when the budget was set and areas of budget risk identified.

Disadvantages:

Budgets would not be aligned to current pressures, service demand or delivery risks, increasing the likelihood that overspends or underperformance are identified too late for effective corrective action.

Performance issues could be considered separately from resource pressures, making it harder for Cabinet and SLT to understand whether corrective action requires changes to budgets, staffing, systems, demand management or service processes.

The effectiveness of medium-term planning would be reduced because recurring financial pressures, delivery risks and performance trends would not be brought together early enough to inform the forward budget process.

Reason for rejection – the option is not likely to result in the best outcomes in financial management or support delivery of priorities.

10. Financial Implications

The report identifies a forecast General Fund overspend of £546,600 before mitigation. The proposed repurposing of £306,819 of earmarked reserves reduces the residual forecast pressure to £239,781. No additional budget or use of General Fund balances is requested at this stage; the residual position will be reviewed at the next monitoring period after further in-year mitigation has been assessed.

11 Legal Implications

None arising directly from this report.

12 Equalities Implications

The Council's Equality Action Plan sets out equality related actions which form part of the Annual Delivery Plan milestones.

13 Carbon Reduction/Environmental Sustainability Implications

None arising directly from this report.

14 Local Government Reorganisation

Following the Government's announcement on 7 September 2026, the Local Government Reorganisation programme for Nottingham and Nottinghamshire has been paused while a national review is undertaken. The Government has confirmed that it remains committed to local government reorganisation, but no revised timetable or further detail has yet been provided. Existing council services will therefore continue to be delivered as normal while the Council works collaboratively with partners, maintains prudent oversight of its budgets and resources, and preserves sufficient flexibility to respond to the outcome of the review and any subsequent transition requirements.

15 Appendices

Appendix 1 - General Fund Revenue Budget 2026/27 – Budgetary Control Report
Appendix 2 - Use of Reserves and Revenue Fund Budgets
Appendix 3 - Capital Programme 2026/27 – Budgetary Control Report
Appendix 4 - Performance Indicators for April to July 2026

16 Background Papers

Detailed Quarterly Budgetary Control Exception Reports

Statutory Officer Approval

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

Approved by: **Monitoring Officer**
Date:

Grand Summary

Revenue Quarterly Budgetary Control Report **Period 202604**

	Current Approved Budget	Profiled Budget	Actual to date	Variance	%	Projected Outturn	Projected Annual Variance
	£	£	£	£		£	£
Community Protection, Communications and Engagement	696,100	175,500	230,835	55,335	32	**696,100**	**0**
Lifestyles, Health & Wellbeing	1,963,000	263,639	259,604	-4,034	-2	**2,045,600**	**82,600**
Environmental Services (Operations)	5,593,800	1,328,992	22,275	-1,306,717	-98	**5,836,300**	**242,500**
Climate Change, Parks and Environmental Health	3,269,800	445,808	440,876	-4,932	-1	**3,252,800**	**-17,000**
Sustainable Growth and Economy	1,616,000	-79,247	-1,220,728	-1,141,481	1440	**1,668,100**	**52,100**
Corporate Resources and Performance	6,034,900	3,568,570	2,077,116	-1,491,454	-42	**6,369,300**	**334,400**
Total Portfolio Budget	**19,173,600**	**5,703,261**	**1,809,978**	**-3,893,283**	**-68**	**19,868,200**	**694,600**
Transfer to/ -from Earmarked Reserves	**-2,291,300**	**-267,100**	**0**	**267,100**	**-100**	**-2,439,300**	**-148,000**
	16,882,300	**5,436,161**	**1,809,978**	**-3,626,183**		**17,428,900**	**546,600**
Net Council Budget (Cabinets General Fund Maximum Budget)	**16,882,300**					**17,428,900**	**546,600**
Transfer from repurposed reserves						-306,800	-306,800
Net Council Budget (forecast for 31/3/2027)	**16,882,300**					**17,122,100**	**239,800**

LIFESTYLES, HEALTH & WELLBEING

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Leisure Services					
Revenue Income	(1,564.4)	(1,533.4)		31.0	Swimming Lessons income lower than initially projected..
Carlton Forum LC					
Supplies & Services	198.5	250.1		51.6	Additional operation budget required to enable safe operation of the facility.
All other budget heads Including items previously reported	3,328.9	3,328.9			
PORTFOLIO TOTAL	**1,963.0**	**2,045.6**	**-**	**82.6**	**Net Portfolio Total £82.6k Adverse**

ENVIRONMENTAL SERVICES (OPERATIONS)

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Fleet Vehicles					
Transport Related Expenses	362.5	550.0		150.0	Significant increase in unit price for HVO fuel
				37.5	Deferral of fuel reduction efficiencies
Fleet Management					
Transport Related Expenses	35.0	55.0		20.0	Increased use of Hire vehicles, due to repairs to existing Fleet vehicles
Third Party Payments	10.0	50.0		40.0	Increased use of external garages for repairs to Fleet vehicles
Street Care					
Employee Expenses	674.0	624.0	50.0		Vacancy Savings
Fleet Management					
Employee Expenses	0.0	45.0		45.0	Extension of honoraria arrangements and omission of contractual overtime budget
All other budget heads Including items previously reported	4,512.3	4,512.3			
PORTFOLIO TOTAL	**5,593.8**	**5,836.3**	**50.0**	**292.5**	**Net Portfolio Total £242.5 Adverse**

CLIMATE CHANGE, PARKS AND ENVIRONMENTAL HEALTH

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Parks					
Employee Expenses	957.0	937.0	20.0		Vacancy savings
In-House Tree Services					
Supplies & Services	0.0	18.3	0.0	18.3	Contract renewal for Tree Plotter software (See earmarked reserves)
Climate Change and Sustainability					
Revenue Income	0.0	(15.3)	15.3		External works of Climate Change officer
All other budget heads Including items previously reported	2,312.8	2,312.8			
PORTFOLIO TOTAL	**3,269.8**	**3,252.8**	**35.3**	**18.3**	**Net Portfolio Total £17k Favourable**

SUSTAINABLE GROWTH & ECONOMY

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Planning Policy					
Supplies & Services	39.7	119.5		30.0	Inspection of Local Plan by Planning Inspectorate, partially funded from Development & Place reserve (See earmarked reserves)
				49.8	Gedling Local Plan evidence preparation work
Revenue Income		(73.7)	56.6		Utilisation of MHCLG Legacy Plan grant to fund Local Plan evidence preparation
			17.1		Local Authority contributions to Employment Land Needs Study (Funding the above)
Building Control					
Supplies & Services		114.00		114.0	First year cost following transfer of Building Control service to Erewash Borough Council

SUSTAINABLE GROWTH & ECONOMY

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Economic Development					
Supplies & Services	43.1	68.1	25.0	50.0	Consultancy and Projects budgets not required 2026/27 due to extention of UKSPF funded projects
Revenue Income	0.0	(93.0)	93.0		
All other budget heads Including items previously reported	1,533.2	1,533.2			
PORTFOLIO TOTAL	**1,616.0**	**1,668.1**	**191.7**	**243.8**	**Net Portfolio Total £52.1k Adverse**

CORPORATE RESOURCES & PERFORMANCE

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Movement in Reserves					
Minimum Revenue Provision	1,207.6	1,260.0		52.4	Adjustment to align to 2025-26 Capital Outturn position, increase due to reduced capital receipt financing.
Corp Income & Expenditure					
Revenue Income	(800.0)	(650.0)		150.0	Reduced investment income due to fall in investable balances and delays of capital receipts
Corporate Officers					
Employee Expensese	561.0	598.0		37.0	Adjustment for pay award estimate
Supplies & Services	142.2	77.7	64.5		Risk provision utilised to offset deferred efficiencies
Corporate Resources and					
Supplies & Services	120.0	147.0		27.0	Bank charges higher than budget
Public Land & Buildings					
Premises related expenses	34.4	74.4		40.0	Council Tax & Business Rates arising from empty Council owneed properties

CORPORATE RESOURCES & PERFORMANCE

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Community Centres					
Employee Expenses	25.2	0.0	25.2		Vacancy savings
Software Licence & Maintenance					
Supplies & Services	183.5	235.0		51.5	Increase in Civica software costs (See earmarked reserves)
Financial Services					
Employee Expenses	1,452.9	1,519.1		66.2	Additional costs following restructure fully funded from reserves (See earmarked reserves)
Revenues - Local Taxation					
Employee Expenses	600.3	630.3		30.0	Cost of service restructure offset with additional income from secondment arrangement
Revenue Income	(335.0)	(365.0)	30.0		
All other budget heads Including items previously reported	2,842.8	2,842.8			
PORTFOLIO TOTAL	**6,034.9**	**6,369.3**	**119.7**	**454.1**	**Net Portfolio Total £334.4k Adverse**

EARMARKED RESERVES

BUDGETARY CONTROL REPORT - July 2026

REVENUE ITEMS TO BE REPORTED

Budget Head	Current Approved Budget	Latest Projected Outturn	Net Budget Variance		Reason for Variance (New Items Only)
			Favourable	Adverse	
	£'000	£'000	£'000	£'000	
Transfer to/from Reserves					
Comm Protection & Dog Control					
Contribution from Community & Crime reserve		(5.0)	5.0		To fund the South Notts DARDRS project
Environmental Protection					
Contribution from Community & Crime reserve		(7.0)	7.0		To fund air quality monitoring equipment
Parks					
Contribution from Asset Management Reserve		(18.3)	18.3		3 year funding for Tree Plotter software
Software Licence & Maintenance					
Contribution from Revenues New Burdens reserve		(51.5)	51.5		Civica Software upgrades
Financial Services					
Contribution from Innovation & Efficiency		(66.2)	42.6		Contribution from Reserves to fund Finance Resructure year 1 cost.
Contribution from New Burdens Transparency Code			23.6		
All other budget heads	(2,291.3)	(2,291.3)			
Including items previously reported					
RESERVES TOTAL	**(2,291.3)**	**(2,439.3)**	**148.0**	**-**	**Net Reserves Total £148k Net Contribution from Reserves**

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Appendix 2

Virements Approved for the use of Earmarked Reserves
Period End 31st July 2026

Usage of Earmarked Reserves		
		£
	Climate Change, Parks and Environmental Health	
	Reactec HAV's Monitoring System	£3,100
	Contribution from Transformation Reserve	-£3,100
	Corporate Resources and Performance	
	Property Condition Surveys	£37,000
	Contribution from Asset Management Reserve	-£37,000
	Total Expenditure	**£40,100**
	Total Reserves	**-£40,100**

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April to July 2026 (Period 4): Detailed Capital Monitoring by Portfolio **Appendix 3**

Project	Original Capital Programme	Carry F/wds	Approvals to Period 4	Proposals to Period 4	Revised Capital Programme Period 4
Gym Equipment Replacement	550,000	0	0		550,000
Carlton Active	2,120,000				2,120,000
ALC Plant Room Improvements - UKSPF		24,400			24,400
Lifestyles, Health & Wellbeing	**2,670,000.0**	**24,400.0**	**-**	**-**	**2,694,400.0**
Disabled Facilities Grants	2,000,000	222,400		(400,000)	1,822,400
Noise nuisance recorders & sound meters	31,000				31,000
CCTV Developments	27,400	-			27,400
Public Protection	**2,058,400.0**	**222,400.0**	**-**	**- 400,000**	**1,880,800**
Vehicle Replacement Programme	1,903,800	422,700		(1,284,800)	1,041,700
Waste Management System - Replacement Devices	18,300				18,300
Waste Management System	-	49,300			49,300
Bentwell Lagoon (Flood Alleviation)	51,400	-			51,400
Flood alleviation works - Rolling Programme	92,000				92,000
Council Street Lighting		37,100			37,100
Carlton Cem - Wall Repairs	45,000				45,000
Environmental Services	**2,110,500**	**509,100**	**0**	**(1,284,800)**	**1,334,800**
Church Lane Play Area	111,000	0			111,000
Green Lung Digby Park to GCP Path Construction	0	35,000			35,000
Park View Retaining Wall	0	22,000			22,000
Phoenix Farm Estate repairs	0	10,000			10,000
Green Lung Project - Digby Park Tree Planting & Wild	0	6,600			6,600
Jackie Bells Play Area	0	100,000			100,000
Onchan Park Play Area Refurbishment	111,000	0			111,000
KGV - Public Convenience - Access Control	10,000	0			10,000
					-
Climate Change and Natural Habitat	**232,000.0**	**173,600.0**	**-**	**-**	**405,600.0**
Bestwood Village Parish (S106)	0		10,000		10,000
Temporary Accommodation	646,200				646,200
Temporary Accommodation Maintenance Programme	50,000				50,000
Carlton Town - Pride & Place Programme	360,000				360,000
Sustainable Growth & Economy	**1,056,200**	**0.0**	**10,000**	**0.0**	**1,066,200**
Legal Case Management System	0	0		22,000	22,000
Depot Works	50,000	56,500			106,500
Fire Door replacement	0	153,300		116,000	269,300
Jubilee House Refurbishment	90,000	0		(70,000)	20,000
Ambition Arnold Front Street Public Realm	395,000	100,000			495,000
Pond Hills Communty Centre Repairs	0	34,600			34,600
Gedling Borough Signage - UKSPF	0	23,600			23,600
Anti-Terror Measures - Various Sites - UKSPF	0	60,000			60,000
Changing Places - Carlton - UKSPF	0	130,000			130,000
Arnold Pavillion - Extend Perimeter Fence	10,000	0			10,000
Pavillion renovation and improvements	226,000	0			226,000
IT Licences - Microsoft Office	125,000	0			125,000
Replacement Boards Car Park Machines	0	30,000			30,000
Boundary Repairs at Haywood Road North Car Park	60,000	0			60,000
Car Park Signage & Machine Replacement	90,000	0			90,000
Car Park Maintenance - Rolling Programme	120,000	0			120,000
Digital Transformation	582,500	0			582,500
Payroll/ HR System Upgrade	18,400	0			18,400
Asset Management Fund	300,000	0		(116,000)	184,000
Corporate Resources and Performance	**2,066,900**	**588,000**	**0**	**(48,000)**	**2,606,900**
Total Programme	**10,194,000**	**1,517,500**	**10,000**	**(1,732,800)**	**9,988,700**

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Performance Indicators report April to July 2026/27

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Customer Engagement

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
LI315 Volume of unique visits to Council website	Corporate Resources and Performance; Leader of the Council	215,000	N/A	215,000	215,000	N/A	215,000			
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Leader of the Council	93.1%	94.0%	93.1%	93.1%	94.0%	93.1%			
LI411 Number of customers attending outreach hubs	Leader of the Council	377	N/A	377	377	N/A	377			
LI5002 Percentage of Calls to customer service answered within SLA (40 seconds)	Leader of the Council	61.5%	85%	61.5%	61.5%	85%	61.5%	Performance from April to July was below target during a period of particularly high customer demand. This included the annual Council Tax and Business Rates billing cycle, Garden		

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
								Waste renewals and a significant volume of enquiries relating to waste bin deliveries. At the same time, the service was implementing a new operating structure, which temporarily reduced available capacity while new arrangements were established. A programme of improvement activity is under way, including closer monitoring of call demand and performance, reviewing how resources are deployed at peak times and continuing to strengthen service arrangements. More recent performance is showing improvement, although the position will continue to be monitored closely to ensure that progress is sustained and customers receive a timely response.		
LI5003 Avoidable contact indicator	Corporate Resources and Performance	15%	N/A	15%	15%	N/A	15%		N/A	

Environment

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
LI5005 Percentage of collected bins	Environmental Services (Operations)	99.73%	99.5%	99.5%	99.73%	99.5%	99.73%	This indicator remains well within the target across the borough.	N/A	
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Environmental Services (Operations)	662	N/A	662	662	N/A	662			
LI346 Percentage of fly tipping incidents removed within 10 working days	Environmental Services (Operations)		98%			98%		The data collection arrangements for this indicator have recently changed and as such it has not been possible to update this figure to provide an accurate update at this time. Data will be included in the next reported period.		

Financial Services

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
LI016 Percentage of Council Tax collected	Corporate Resources and Performance	36.33%	37.38%	36.33%	36.33%	98.50%	36.33%	The collection rate is 1.05 percentage points below target. This may reflect wider financial pressures on households, including the continuing cost-of-living pressures, as well as normal month-to-month variations in collection levels against the profiled target. Performance will continue to be monitored closely, and the monthly profile will be reviewed where		

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
								appropriate.		
LI017 Percentage of Business Rates Collected	Corporate Resources and Performance	38.42%	37.12%	38.42%	38.42%	98.90%	38.42%			
LI018 Percentage of invoices paid within 30 days	Corporate Resources and Performance; Leader of the Council	99.26%	99.00%	99.26%	99.26%	99.00%	99.26%			
LI074 Housing Benefits /Council Tax Reduction Scheme processing days	Corporate Resources and Performance	25 days	15 days	25 days	25 days	15 days	25 days	Processing times for new Housing Benefit and Council Tax Reduction Scheme claims are above target following recent staffing changes. New appointments have been made to increase capacity, and performance is expected to improve as the new arrangements become established.		
LI075 Housing Benefit /Council Tax Reduction Scheme time taken to process changes in circumstances	Corporate Resources and Performance	9.5 days	5 days	9.5 days	9.5 days	5 days	9.5 days	Processing times for changes in circumstances are above target following recent staffing changes. New appointments have been made to increase capacity, and performance is expected to improve as the new arrangements become established.		

Housing and Resettlement

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		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	27.4 wks	N/A	27.4 wks	27.4 wks	N/A	27.4 wks			
Li410 Total number of family households in B&B at the end of the month	Sustainable Growth and Economy	3.3	N/A	3.3	3.3	N/A	3.3			

Leisure

Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
LI027 Number of visits to leisure centres	Health and Wellbeing Lifestyles	404,781	450,137	404,781	404,781	450,137	404,781	Attendances are below target following a reduction in membership of the leisure scheme since summer 2025. Membership has reduced by 500 over the last year, affecting the number of visits during this period. Work continues to deliver the sales and marketing plan and strengthen customer retention activity.		
LI027f Number of attendances - Bonington Theatre	Health and Wellbeing Lifestyles	14,914	N/A	14,914	14,914	N/A	14,914			

Planning and Planning Policy

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
NI154 Net additional homes provided	Sustainable Growth and Economy	181	212	181	181	638	181	The delivery of new and affordable homes is currently below target following the Government's revision of local authority housing targets in the December 2024 National Planning Policy Framework. This increased the borough's annual housing requirement from 478 to 638 homes. The Council is progressing the Gedling Borough Local Development Plan, which will identify sites to support future housing delivery and help meet the borough's revised requirement.		
NI155 Number of affordable homes delivered (gross)	Sustainable Growth and Economy	19	37	19	19	112	19	The delivery of affordable homes is below the target as a significant proportion of the current Local Plan housing allocations have now been delivered. The development of the housing allocation at Top Wighay Farm has now commenced and will deliver a number of affordable homes. The Council is progressing the Gedling Local Development Plan with allocations that will deliver an appropriate proportion of affordable homes.		
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%	Performance for determining major planning applications is above both the locally set target of 92% and the national target of 60%.		
NI157b Percentage of Minor planning applications processed	Sustainable Growth and Economy	95.24%	86.00%	95.24%	95.24%	86.00%	95.24%	Performance for determining minor planning applications is above both the locally set target of 86% and the		

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
within 8 weeks								national target of 70%.		
NI157c Percentage of other planning applications processed within 8 weeks	Sustainable Growth and Economy	90.63%	80.00%	90.63%	90.63%	80.00%	90.63%	Performance for determining other planning applications is above both the locally set target of 80% and the national target of 70%.		

Public Protection

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		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	59	17	59	59	17	59	Performance is ahead of target, with improvements to rented homes secured through the Council's housing enforcement and regulatory activity. The renewal of the selective licensing scheme in Netherfield will support the continued improvement and maintenance of housing standards.		
LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection Portfolio	4.91	N/A	4.91	4.91	N/A	4.91			
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	32	23	32	32	70	32	Performance is ahead of target, with good progress made in returning long-term empty properties to use during the first four months of the year.		
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Climate Change, Parks and Environmental Health	96%	95%	96%	96%	95%	96%	Performance is slightly ahead of target, with 689 businesses currently holding a food hygiene rating of 4 or 5. The Council is also working with a number of newly registered businesses.		
Li419 Number of anti-social incidents reported to Council	Environmental Services (Operations)	89	N/A	89	89	N/A	89			

Workforce

PI Code & Short Name	Service / Portfolio	April to July 2026/27			2026/27			Latest Note	Trend	Traffic Light Icon
		Value	Target	Year to Date	Value	Target	Year to Date			
LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)	Corporate Resources and Performance	12.87 days	9.00 days	12.87 days	12.87 days	9.00 days	12.87 days	The new sickness absence management process has been introduced, and the latest figures show a slight reduction in sickness absence to 12.87 days per full-time equivalent employee. Support and guidance will continue to be provided to managers to help them manage more complex cases effectively. As the HR team reaches full capacity, dedicated HR Business Partner support will also be provided to departments to help support further improvements.		

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Report to Overview and Scrutiny Committee

Subject: **Corporate Risk Management Review 2026/27**

Date: **16 November 2026**

Author: **Chief Finance and Section 151 Officer**

1. Purpose of the Report

To provide Members with assurance on the operation of the Council's revised Risk Management Framework and to update Members on the Council's corporate risk profile for the current four-month reporting period.

Recommendations:

That Members:

- Note the operation of the revised Risk Management Framework, the current corporate risk position and the controls and mitigating actions identified within the Corporate Risk Register.

2. Background

In March 2024, Cabinet approved a new Risk Management Framework following a recommendation from the Audit Committee. The framework has driven changes to risk management processes across the organisation and has supported a more consistent approach to the identification, assessment, control and reporting of risk.

An internal audit of the risk management process undertaken in August 2025 provided substantial assurance over the design of the arrangements and moderate assurance over their effectiveness. A further review of the framework was completed in December 2025, taking account of the audit findings, experience of operating the arrangements and the changing environment in which the Council is working.

The Accounts and Audit Regulations 2015 require the Council to maintain a sound system of internal control, including effective arrangements for the management of risk. These arrangements are particularly important as the Council enters a period of significant change arising from Local

Government Reorganisation and delivers the priorities set out in the Gedling Legacy Plan for 2026–28.

A review of the Council's governance arrangements concluded that closer alignment was required between the oversight of risk, budget and performance. A single Budget, Performance and Risk Board has therefore been established. The new combined officer board reviews these interdependent areas together, supports timely escalation to the Senior Leadership Team and strengthens the link between delivery of priorities, financial management, performance and risk.

Reporting arrangements have also been aligned with the budget monitoring cycle and will operate on a four-monthly basis. The revised Risk Management Framework reflects these governance and reporting changes and retains the Audit Committee's role in providing independent assurance on the effectiveness of risk management and the associated control environment.

3. Corporate Risk Register

The Corporate Risk Register has been reviewed by the Budget, Performance and Risk Board and the Senior Leadership Team to ensure that it reflects the principal risks currently facing the Council, including Local Government Reorganisation and other external factors. The number of corporate risks has reduced from 13 to 10. Related risk headings have been combined where this supports clearer ownership and more effective oversight; ICT and data security are now considered together, and performance is linked with projects and priorities.

A specific corporate risk has been added for Local Government Reorganisation. Although the Government has paused the current LGR process, it remains appropriate to retain this risk on the Corporate Risk Register because of the continuing uncertainty, the potential for the programme to resume or change, and the associated implications for the Council's capacity, resources, service delivery and future planning. The former standalone capacity risk has been removed because capacity is more appropriately recognised and managed as a potential cause or consequence across a number of other risks, including LGR. A new compliance risk has been introduced to bring together the Council's exposure to health and safety, procurement, data protection and other statutory and regulatory requirements.

The environment risk has also been broadened to cover external environmental and socio-economic events that may affect the Council, including climate change, emergency planning incidents, wider economic pressures and international conflict. These changes provide a more focused corporate register and support proportionate monitoring of the risks most likely to affect delivery of the Gedling Legacy Plan.

While the report seeks to indicate movements since the previous reporting period, direct comparison is not straightforward because the Corporate Risk Register has been revised and a number of risks have been added, removed, combined or redefined. The movements reported below should therefore be treated as indicative and considered alongside the changes in the scope and composition of each risk.

Overall risk position for the reporting period: Of the 10 corporate risks reviewed, one has increased in score, four have decreased and five remain unchanged. Overall, the corporate risk profile is considered to be stable, with the principal changes relating to the risks set out below. The Budget, Performance and Risk Board will continue to monitor the position and ensure that any further changes, emerging issues or required mitigating actions are identified and escalated appropriately.

Individual corporate risk updates:

Risk 1 Financial Resilience – The financial resilience risk has increased for the period April to July 2026. Period 1 budget monitoring identified a number of significant pressures which are currently being assessed. Delays in the receipt of anticipated capital receipts have reduced the investment income available to support the revenue budget. In addition, expenditure on the transformation programme may need to be met from revenue resources rather than capital receipts, creating further pressure. The Medium Term Financial Plan is being reassessed to determine the scale of any additional efficiencies required to maintain a balanced position over the medium term. While most departmental financial risks remain within accepted levels, specific pressures relating to fuel costs and leisure income, together with the wider uncertainty around the Medium Term Financial Plan, have increased the overall risk assessment.

Risk 3 Partnerships, Contracts and Shared services – The scope of this risk has been revised to focus specifically on partnership arrangements and contracted-out services, rather than wider procurement and contract management activity. The residual risk score has reduced from 9 in the previous report to 4 in Period 1. This reflects the narrower scope of the revised risk and the established performance management arrangements across key contracts and shared services, including defined performance indicators and regular monitoring.

Risk 5 Legislative Changes – The residual risk score has reduced from 6 at the end of Quarter 4 to 4 in Period 1. The reduction reflects a delay to part of the Simpler Recycling implementation programme and the decision not to proceed with the proposed food waste trial at this stage. These changes have reduced the immediate implementation and resource pressures, while preparations for the remaining requirements continue to be monitored.

Risk 6 Digital and Data – ICT and data risks have been combined into a single Digital and Data risk. The new combined risk has a residual score of

6. While the former ICT risk has reduced from 9 to 6, the former data risk was already scored at 6; the new score therefore reflects the revised scope of the combined risk but is not significantly different from the previous overall position.

Riak 7 Priorities, Projects and Performance (3Ps) – This combined risk has a residual score of 6, compared with a score of 9 for the former capacity and service delivery risk. The revised risk provides a broader assessment of the Council's ability to deliver its priorities, maintain performance and manage key projects. During Period 1, actions in the Annual Delivery Plan were largely completed, key projects remained on target and performance was satisfactory overall. Service capacity remains under review, with recruitment activity continuing in specific areas, including Revenues.

Risk 9 Compliance – This new corporate risk brings together a range of statutory and regulatory compliance matters, including health and safety, procurement and other legislative requirements. The risk assessment has decreased from the score of 9 previously reported for the former Health and Safety risk, reflecting improvements made during Period 1. Targeted training has been delivered to operational staff and further accredited training is planned for Period 2. Recent external inspections have provided additional assurance, with broadly positive findings and a small number of improvement actions identified. Delivery of these actions and the wider compliance position will continue to be monitored through the Council's established governance arrangements.

Risk 10 Local Government Reorganisation – This is a new corporate risk, introduced to provide clear oversight of the uncertainty and potential organisational impacts arising from Local Government Reorganisation. Although the Government has paused the current process, the risk has been included because future proposals or changes in timing could affect the Council's capacity, workforce, governance, financial planning, service delivery and ability to deliver the Gedling Legacy Plan. Keeping LGR on the Corporate Risk Register ensures that these impacts, together with the Council's preparedness and mitigating actions, remain subject to regular review and escalation.

The Council's overall risk appetite remains Moderate: tending towards exposure to only modest levels of risk in order to achieve acceptable outcomes. Each risk is assessed individually and, where justified by the benefits to be achieved, a higher level of residual risk may be accepted. Any such position should be transparent, supported by clear ownership and controls, and subject to appropriate review and escalation.

The updated Corporate Risk Register for the four-month period April – July 2026 is attached at Appendix 1. It sets out the gross and residual risk scores, the relationship to the Council's risk appetite, existing controls, identified control gaps and planned mitigating actions. The scoring matrix and corporate risk definitions are provided at Appendices 2 and 3.

4. Financial Implications

None arising directly from this report.

5. Legal Implications

The Accounts and Audit Regulations 2015 require the Council to maintain a sound system of internal control, including effective arrangements for the management of risk. This report supports the Audit Committee in discharging its assurance role under the Council's revised Risk Management Framework.

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. Climate change, emergency planning events and wider environmental impacts are considered within the expanded external environment and socio-economic corporate risk.

8. Local Government Reorganisation

Although the Government has paused the current Local Government Reorganisation process, significant uncertainty remains about the future shape, timing and scope of reform. It is therefore considered appropriate to retain LGR as a corporate risk so that the Council can continue to monitor potential impacts on governance, capacity, financial planning, workforce, service delivery and delivery of the Gedling Legacy Plan. The Budget, Performance and Risk Board will keep the risk and associated mitigating actions under review and will respond to any further Government announcements or changes in circumstances.

9. Appendices

Appendix 1 – Corporate Risk Register Monitoring – four-month period ending [insert date]

Appendix 2 – Risk Management Scoring Matrix

Appendix 3 – Corporate Risk Definitions

Statutory Officer Approval

Approved by: **Chief Financial Officer**
Date: **12 October 2026**

Approved by: **Monitoring Officer**

Date:	**12 October 2026**

Appendix 1

Corporate Risk Register Monitoring Period 1 (April to July 2026)

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
CR001	Financial Resilience	12	4	9	↑	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.	Refresh the Medium-Term Financial Plan for 2026/27 onwards by November 2026. Set the 2027/28 budget and updated medium-term plan by February 2027; Agree further efficiencies for delivery by February 2027; Complete the Financial Services restructure and remaining recruitment by December 2026; Continue the review of the full cost of the trade waste service during 2026/27; Complete the remaining transfers from Citrix-based systems to web-based systems by December 2026.	The financial resilience risk has increased for the period April to July 2026. Period 1 budget monitoring identified a number of significant pressures which are currently being assessed. Delays in the receipt of anticipated capital receipts have reduced the investment income available to support the revenue budget. In addition, expenditure on the transformation programme may need to be met from revenue resources rather than capital receipts, creating further pressure. The Medium-Term Financial Plan is being reassessed to determine the scale of any additional efficiencies required to maintain a balanced position over the medium term. While most departmental financial risks remain within accepted levels, specific pressures relating to fuel

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
								costs and leisure income, together with the wider uncertainty around the Medium-Term Financial Plan, have increased the overall risk assessment.
CR002	Environmental and socio-economic impacts	12	4	9		This refers to the environmental/socio-economic impact on the public – it could be related to virus type illnesses or environmental incidents such as flooding which impact on health or related to events which have an impact on the natural environment such as pollution/contamination. It also relates to incidents which have an economic/social impact which are outside the Council's	Complete the review and testing of business continuity plans by 30 September 2026; Review and update the Carbon Management Plan actions by 4 September 2026; and undertake a flood recovery exercise in October 2026.	Global conflicts may affect fuel prices and other costs, although no material impact was identified during Period 1. Business continuity plans are scheduled for review and testing to maintain organisational preparedness. Periods of hot weather did not cause significant service disruption; appropriate measures were implemented for operational and office-based staff. Carbon management actions will be reviewed and updated in Period 2, alongside further work on flood resilience and an exercise to test preparedness. The overall risk level remains unchanged, reflecting continuing external uncertainty and the national threat level.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
						control for example, war, or emergency incidents such as power outage.		
CR003	Partnerships, Contract and Shared Services	9	2	4	↓	This refers to both the risks regarding partnership / shared service activities and the risks associated with the contracted delivery of services to the agreed cost and specification taking into account capacity, reputational risk and governance.	Continue delivery of the social value objectives in the Carlton Active contract; Maintain KPI and performance monitoring for the WISE contract; review procurement arrangements with the shared service provider by September 2026; Complete the partnership register review by October 2026.	The scope of this risk has been revised to focus specifically on partnership arrangements and contracted-out services, rather than wider procurement and contract management activity. The residual risk score has reduced from 9 in the previous report to 4 in Period 1. This reflects the narrower scope of the revised risk and the established performance management arrangements across key contracts and shared services, including defined performance indicators and regular monitoring.
CR004	Infrastructure/Assets	12	2	6	–	This looks at the loss, protection and damage of physical assets and takes into account the need to	Progress the Asset Management Action Plan and, following appropriate consultation, the disposal of assets presenting identified	Condition surveys of operational assets and temporary accommodation were completed in Period 1, providing a clearer

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
						maintain, protect, insure and plan for unexpected loss.	risks by November 2026; continue the Front Street demolition programme; complete the Civic Centre fire-door replacement programme by October/November 2026; progress works arising from condition surveys in line with the agreed timetable; and review Property Services staffing capacity by September 2026.	evidence base for assessing and managing asset-related risks. The risk score remains unchanged, but implementation of the resulting action plan is expected to support a reduction in future periods. Cabinet approved the Asset Management Strategy and Action Plan, establishing a clear framework for asset management and disposal. The Front Street demolition contract has been awarded, preparatory works are under way and arrangements are being progressed for disconnection from utilities. The risk remains elevated because of the closure of pool facilities at Calverton and Arnold. Property Services also continues to experience capacity pressure following an unsuccessful recruitment exercise for the Service Manager role; interim agency support is in place while the structure is reviewed.

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
CR005	Legislative Changes	9	1	4	↓	This refers to changes to current law leading to additional workloads, organisational changes and financial impacts etc.	Complete project plans for the trade waste and food waste elements of Simpler Recycling by October 2026; Prepare an implementation plan for Martyn's Law by October 2026; Complete the review of Planning Committee arrangements and associated guidance by 31 October 2026; Prepare for forthcoming employment rights legislation by December 2026.	The residual risk score has reduced from 6 at the end of Quarter 4 to 4 in Period 1. The reduction reflects a delay to part of the Simpler Recycling implementation programme and the decision not to proceed with the proposed food waste trial at this stage. These changes have reduced the immediate implementation and resource pressures, while preparations for the remaining requirements continue to be monitored.
CR006	Digital and Data	16	4	6	–	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. It also covers our ability to ensure data security	Review records of processing activities by September 2026; review records retention policies by October 2026; implement changes to the Freedom of Information and complaints system by October 2026; and review ICT policies by January 2027.	This is a new combined Digital and Data risk, bringing together the former ICT and data risks. The combined risk has been assessed at 6. The former ICT risk has reduced from 9 to 6, while the former data risk remains at 6; the new score therefore reflects the revised scope of the combined risk but is not significantly different from the previous overall position. Significant transformation activity

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
						and compliance with Information legislation.		took place in Period 1, including development of the complaints process within the customer relationship management system for implementation in the autumn, and the introduction of new bulky waste and missed-bin processes. Further work is required to update information records and retention policies and to strengthen the consistent use of data protection impact assessments.
CR007	Priorities, Projects and Performance	9	2	6		This relates to the effective management and delivery of the Legacy Priorities including key projects and the ability to ensure performance of our services.	Complete the Carlton Active Business Plan by November 2026 and complete succession-planning process mapping by December 2026.	This combined risk has a residual score of 6, compared with a score of 9 for the former capacity and service delivery risk. The revised risk provides a broader assessment of the Council's ability to deliver its priorities, maintain performance and manage key projects. During Period 1, actions in the Annual Delivery Plan were largely completed, key projects remained on target and performance was satisfactory overall. Service capacity remains under review, with recruitment

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
								activity continuing in specific areas, including Revenues.
CR008	Fraud/bribery/Misconduct	12	2	6		Relates to improper actions committed against the Council either internally or by third parties. Including frauds, bribery, money laundering and misconduct e.g., theft, falsification of timesheets.	Implement the Anti-Fraud and Corruption Strategy and supporting action plan, including updated fraud risk assessments for key services; a gap analysis of current arrangements by January 2027; strengthened third-party due diligence by February 2027; and an ongoing programme of fraud awareness and training throughout 2026/27.	Departmental fraud risks have been identified and are monitored within the overarching corporate fraud risk. Higher-risk areas include procurement and employee-related controls, which are being managed through established policies and procedures and the actions set out in the Anti-Fraud and Corruption Strategy. Matters identified during Period 1 were addressed in accordance with the Council's zero-tolerance approach. The overall fraud risk remains unchanged; implementation of the action plan is expected to strengthen controls and support a reduction in risk over time.
CR009	Compliance	12	4	6		This assesses organisational compliance across a range of statutory requirements	Deliver procurement training by October 2026; continue reviewing HR policies in preparation for employment rights legislation; complete	This new corporate risk brings together a range of statutory and regulatory compliance matters, including health and safety, procurement and other legislative

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
						including Health and safety at Work, Asset Management, Procurement, GDPR and Equality Act.	IOSH Managing Safely training for relevant depot staff between September 2026 and January 2027; provide toolbox talks for frontline staff on accident and incident reporting by September 2026; and complete the programme to update parks risk assessments.	requirements. The risk assessment has decreased from the score of 9 previously reported for the former Health and Safety risk, reflecting improvements made during Period 1. Targeted training has been delivered to operational staff and further accredited training is planned for Period 2. Recent external inspections have provided additional assurance, with broadly positive findings and a small number of improvement actions identified. Delivery of these actions and the wider compliance position will continue to be monitored through the Council's established governance arrangements.
CR010	Local Government Reorganisation	9	4	6		This risk relates to the organisations preparedness and delivery of local Government Re-organisation including the assessment of	Establish terms of reference for the internal Local Government Reorganisation Board to support effective governance, delivery of agreed actions and resource planning; continue monthly staff briefings; monitor	The Managers' Toolkit is being used in team meetings, and the Local Government Reorganisation Board will review its use to provide assurance that staff receive consistent information alongside the regular staff briefings. Communication with staff and

Code	Corporate Risk	Gross Risk	Risk Appetite	Current Risk	Trend	Description	Further Action	Period 1 Review
						impacts on capacity, reputational impact and effective engagement with Workforce, residents and Members.	capacity risks and provide timely information and support to employees; maintain effective Council representation on the central programme boards; and keep the contracts register up to date.	Members has continued through scheduled briefings and updates. Following the Government's announcement in July, the Council identified increased capacity pressures associated with supporting the reorganisation programme and maintaining effective representation on the central partnership boards. These pressures continue to be monitored and managed through the Council's internal governance arrangements.

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

Report to Overview & Scrutiny Committee

Subject: **Overview & Scrutiny annual report**

Date: **16 November 2026**

Author: **Democratic Services Manager**

Purpose

To present the Overview & Scrutiny annual report to the committee

Recommendation(s)

That the Overview and Scrutiny Committee:

1) Consider and discuss the report and agree its submission to Council.

1 Background

As part of its work programme the Overview & Scrutiny Committee is required to prepare an annual report, which highlights work undertaken by the committee over the preceding year, for submission to Council.

The Overview & Scrutiny annual report attached at **Appendix 1.** This includes a summary of work undertaken by the committee during 2025/26. Members of the committee are asked to consider the report and make amendments to the report as appropriate.

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 - Overview & Scrutiny Committee annual report

OVERVIEW AND SCRUTINY ANNUAL REPORT 2025/26



The Overview & Scrutiny annual report highlights activity and the work of the committee and its working groups during the preceding year.

What does the Overview & Scrutiny Committee do?

All local authorities operating a cabinet system will have at least one Overview & Scrutiny Committee. Non-cabinet members conduct the overview and scrutiny role; Gedling has one politically balanced committee of thirteen. The committee meets every eight weeks and like most council meetings it is open to the public.

The committee is not a decision-making body but one which monitors and influences those that do it, is a mechanism for achieving open and democratic accountability.

The role of the Overview & Scrutiny Committee is to ask questions, to assure themselves that issues are being addressed and emerging risks are recognised and acted upon. Effective scrutiny utilises information and ideas from a wide range of sources and involves holding the Council and other organisations to account, providing 'critical friend' challenge to the councils' executive and other service providers. In doing this, members seek to reflect the aspirations and concerns of residents and communities.

Scrutiny is a flexible process and can be conducted in a variety of ways. Areas of enquiry can be drawn from:

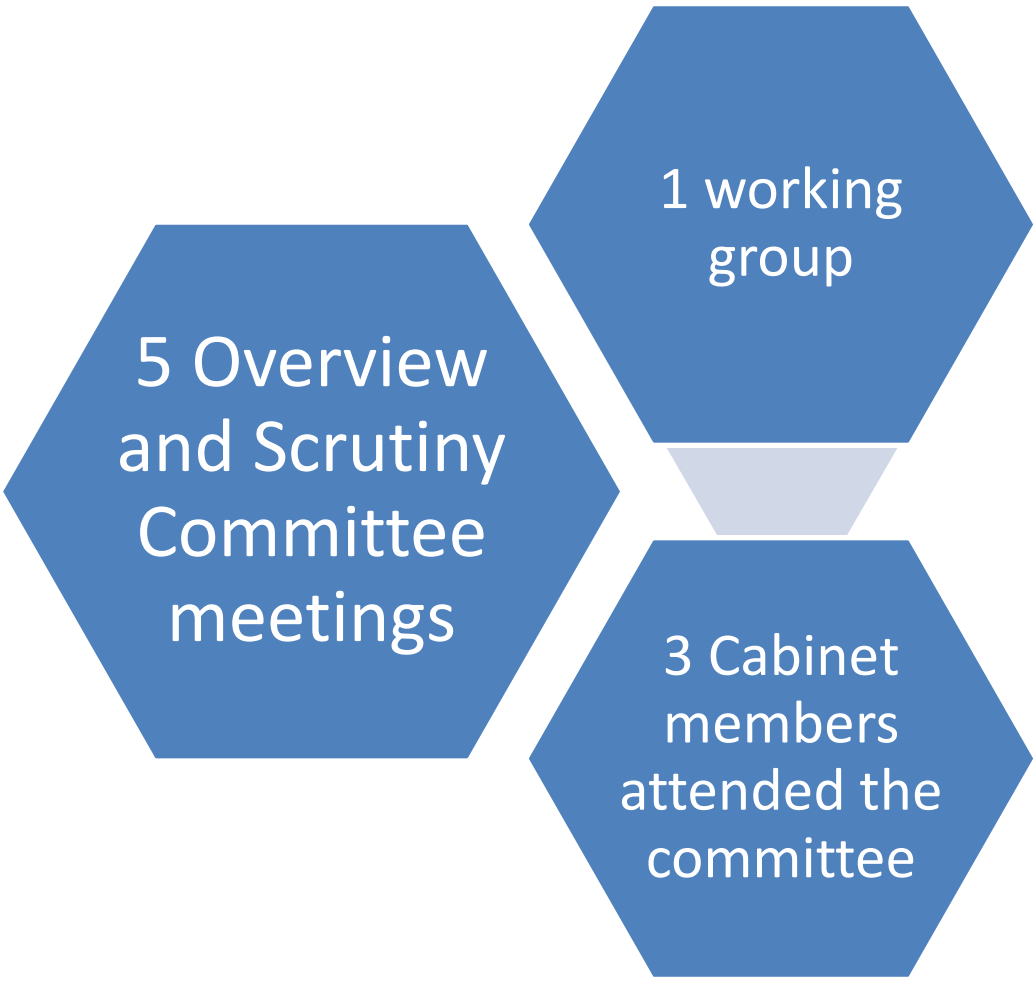
- Performance reports
- The Corporate Risk Scorecard
- Compliments and Complaints data
- Matters of local interest raised by members of the committee
- Issues raised by the wider Council membership
- Public and community engagement

At Gedling, the Overview & Scrutiny Committee's role in performance monitoring enables members to scrutinise detailed performance information on a quarterly basis to help identify areas of performance that require improvement. The committee can also consider the Council's Forward Plan. The Forward Plan is a document that contains details of key executive decisions the Cabinet, cabinet members and officers are likely to take over a six-month period, this enables the committee to monitor the executive decision-making programme and undertake pre decision scrutiny if they consider there is an issue of concern.

What Overview & Scrutiny does not do?

The committee is not a mechanism for the investigation of individual complaints; the Council has a separate process for this. It is also not able to look at individual planning or licensing decisions.

Work conducted during 2025/26



Scrutiny Working Groups

Working groups do much of the work of the committee by providing members with the opportunity to investigate issues in depth and recommend improvements through the gathering, and consideration, of evidence from a broad range of sources. This enables robust and effective challenge, as well as an increased likelihood of delivering outcomes. The Overview and Scrutiny Committee reports its recommendations to the Cabinet which then decides whether the recommendations will be accepted and acted upon, and if not, why not.

Fly-Tipping, Litter & Waste Management working group

This working group was established in September 2025 to undertake a detailed review of fly tipping, litter management, and waste management across the Borough.

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.

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 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 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>Key findings:</u>

Service improvement: Depot modernisation, service restructuring and the Whitespace system are supporting better operational data, route management, and monitoring. Missed collections remain a concern; a 90-day improvement plan has been introduced, with early signs of improvement but further work required.

Enforcement: The report records more than 1,100 Fixed Penalty Notices since the WISE contract began in November 2025, generating over £77,000 in income. Members highlighted uneven geographical coverage, difficulties securing evidence and resource constraints on CCTV deployment.

Recycling and future changes: Reported contamination rates fell from 17% to 13%. Food waste collections, flexible plastics, and other national reforms will require coordinated planning, clear resident communications, and consideration of financial impacts.

Public understanding and partnership working: Clearer information is needed on recycling, fly tipping, private-land responsibilities, bulky waste, hazardous waste, and reporting. Stronger coordination between services, enforcement partners, businesses, residents, and volunteers is central to improvement.

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.
- Dog fouling, including responsible disposal of dog waste and available reporting routes.
- 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 introducing a process whereby persistent fly-tipping hotspots, evidenced through repeated reports and intelligence, trigger a formal review to determine whether the deployment of CCTV or other enforcement tools would be appropriate and operationally feasible.
- 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.

These recommendations were accepted at the Cabinet meeting on 3 September 2026.

Future Work Programme 2026/27

The committee has recently agreed a new work programme for the forthcoming municipal year. Key to developing the overview and scrutiny work programme is ensuring that the issues that really matter to residents are reflected in the work for the year ahead. It is also agreed that the upcoming Local Government Reorganisation across Nottinghamshire remains a priority for the committee.

Scrutiny of cabinet members will remain central to the work of the committee and working with external organisations will play an important part of the committees work as it looks to find improvements to important local issues.

The work programme will be considered at each committee to enable it to remain flexible and to respond to current issues. The committee will strive to continue to deliver an interesting, varied, and challenging work programme.

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Report to Overview and Scrutiny Committee

Subject: Scrutiny work programme

Date: 16 November 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 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

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**
16 November 2026	**Councillor Kathryn Fox (CONFIRMED)**	**Risk Management Update Q1 26/27** **Gedling Plan Q1 26/27**	**Carbon Management and Action Plan update** **AI Policy Update** **Verbal LGR update** **O&S Annual Report**		**Hope Nottingham (CONFIRMED)**
18 January 2027	**Councillor Marje Paling (CONFIRMED)**	**Risk Management Update Q2 26/27** **Gedling Plan Q2 26/27**	**Update on Local Government Reorganisation (LGR)**		**Phenomenal Futures (CONFIRMED)**
15 March 2027	**Councillor Viv McCrossen (TBC)**	**Risk Management Update Q3 26/27** **Gedling Plan Q3 26/27**		**Update on Fly Tipping, Litter and Waste Management Recommendations**	**Friends of Gedling Country Park (CONFIRMED)**
Date TBC	**Councillor Kyle Robinson-Payne (TBC)**	**Risk Management Update Q4 26/27** **Gedling Plan Q4 26/27**			
Date TBC	**Councillor Lynda Pearson (TBC)**	**Risk Management Update Q1 27/28** **Gedling Plan Q1 27/28**			
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** **Review of effectiveness of hybrid working**	

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