

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

Greater Carlton Neighbourhood Board

November 2025



Foreword

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

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

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

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

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

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

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

David Stewart OBE
Chair of the Greater
Carlton Neighbourhood
Board



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

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

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

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

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

Local context

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

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

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

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

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

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

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

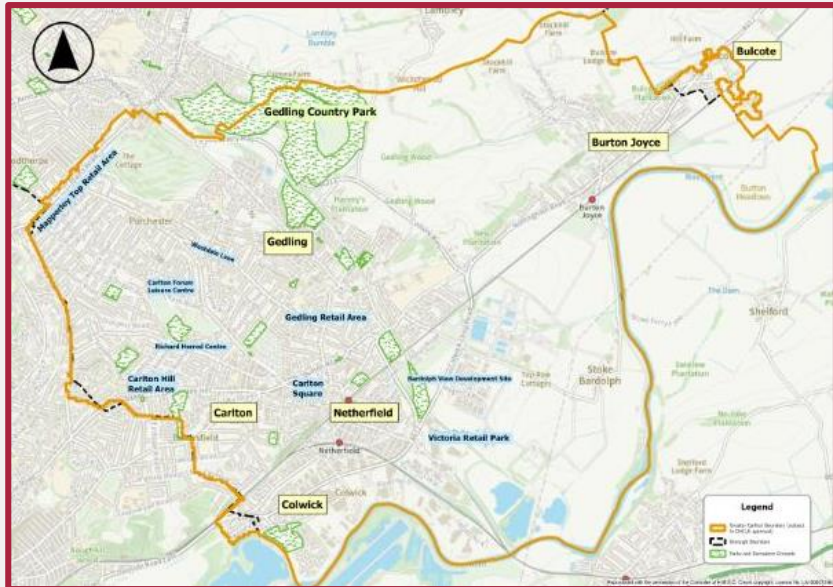
Yet, the community's evolving identity is shaped by its people – active, engaged, and proud of their place. It is this local energy that we will harness in delivering our Regeneration Plan for Greater Carlton.



Spatial targeting

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

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



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

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

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

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

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

Our vision

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

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

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

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

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

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

1. Skills and learning:

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



2. Youth and aspirations:

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



3. Health and wellbeing:

Investing in green spaces, heritage and leisure assets, and community hubs to improve physical and mental wellbeing, and supporting community organisations to deliver inclusive activities and events.



4. Local economy and business growth:

Enhancing high streets and retail areas and providing tailored support to help local businesses thrive, grow and innovate.



5. Safety and feelings of safety:

Investing in crime and antisocial behaviour prevention to ensure more people are safe, and feel safe, in their communities.



Our vision

How we will know we've succeeded:

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

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

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



Strategic case for change

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

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

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

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

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

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

Education and Opportunity

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

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

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

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

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

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

Strategic case for change

Challenge: Barriers to accessing further education

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

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

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

Social Cohesion

Challenge: Low levels of social trust

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

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

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

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

Health and wellbeing

Challenge: concentrated pockets of inequality, including health inequality

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

Strategic case for change

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

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

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

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

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

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

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

High streets, heritage and regeneration

Challenge: Reviving our high streets

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

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



Strategic case for change

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

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

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

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

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

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

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



Strategic case for change

Work, productivity, and skills

Challenge: Linking skills to local business requirements

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

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

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

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

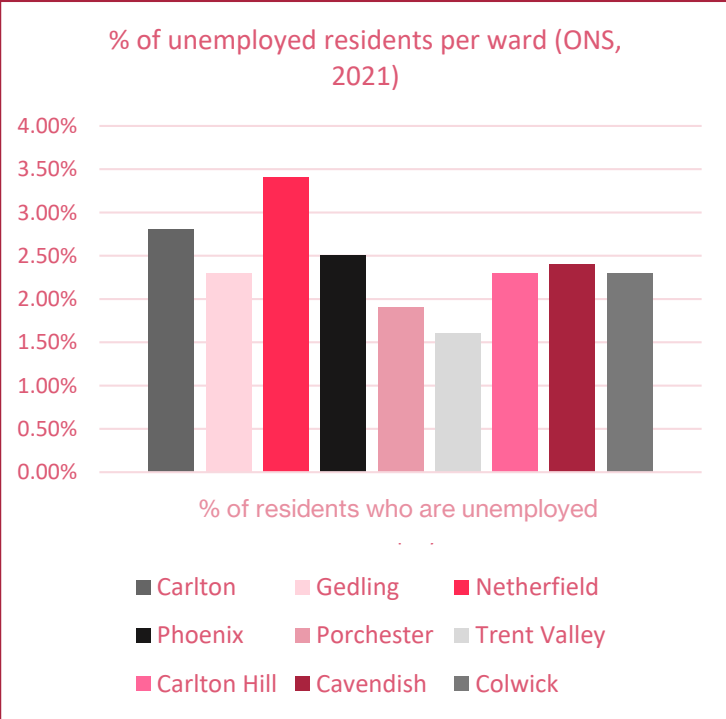
Challenge: Encouraging local business development

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

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

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

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



Strategic case for change

Transport and connectivity

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

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

Census data shows that 6.9% of residents travel to work using public transport, a higher proportion than Nottinghamshire (3.1%) and the wider East Midlands (3.2%), while only 49.8% use a car, compared to 54.2% in Nottinghamshire and 53.2% in the East

Midlands. Despite these relatively good public transport figures, residents perceive significant issues with how the area connects to other places, citing high traffic levels near Victoria retail park and congestion on roads into and out of Nottingham city centre, which affects journey times.

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

Challenge: A lack of walking and cycling routes

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

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

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



Strategic case for change

Challenge: Poor access to open spaces and employment areas

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

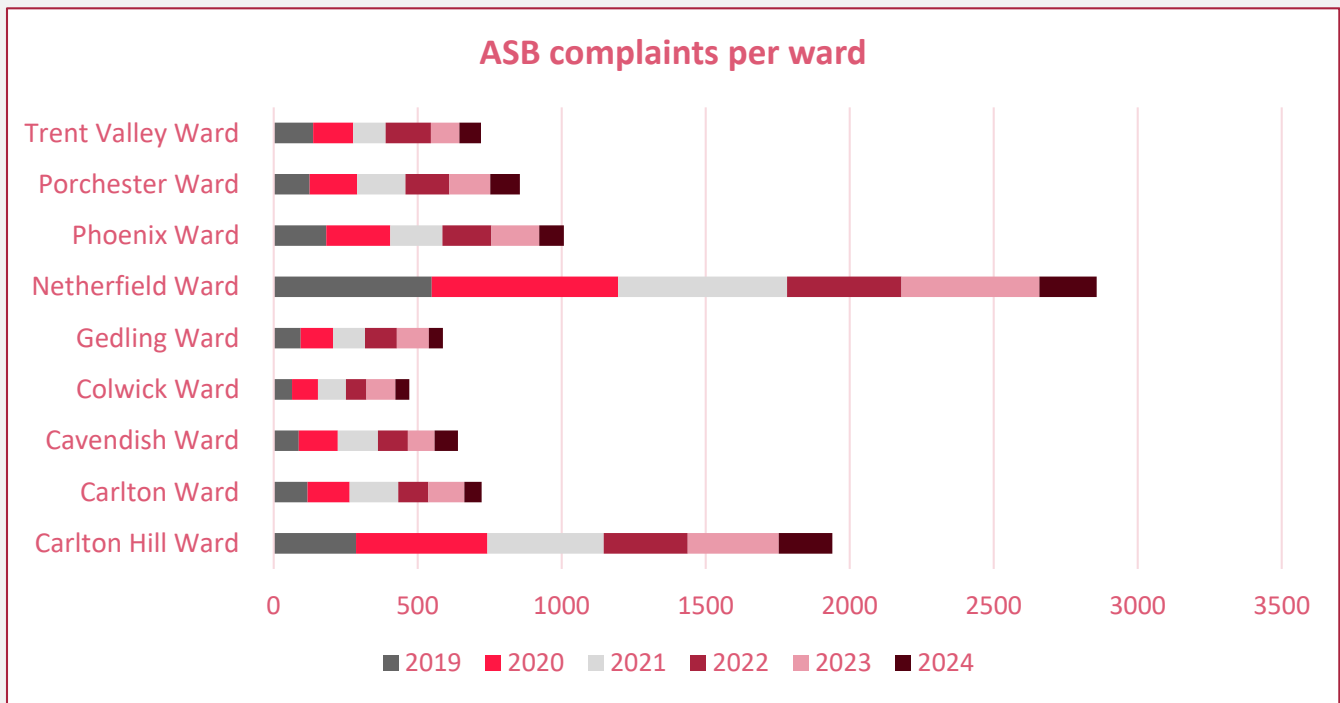
Specific examples included poor accessibility to open spaces and the poor condition of pavements, which create barriers for wheelchair users, people pushing prams, and older residents needing walking assistance. There is also a lack of easy pedestrian access to the River Trent and Netherfield Lagoons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

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

Safety and security

Challenge: Crime and the fear of crime

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



Strategic case for change

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

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

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

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

The perception of a lack of safety in parks and open spaces was a recurring theme through the consultation, with respondents specifically calling for action to tackle ASB in parks to improve safety and reduce fear of crime. As set out previously, the Council's annual Open Spaces Survey shows a marked reduction in the proportion of people **who feel safe in parks and open**

spaces, dropping from 96% in 2023 to 77% in 2024. This decline in perceived safety leads to fewer visits to these community assets, which in turn reduces natural surveillance and can further reinforce negative perceptions.

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

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



Strategic case for change

Housing

Challenge: Housing affordability

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

Challenge: Housing deprivation and quality

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

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

Challenge: Energy Efficiency of Residential Properties

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

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

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

Strategic case for change

Summary

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

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

Alignment with PfN Objectives

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

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

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



Strategic case for change

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

	MHCLG description	Aligned Greater Carlton priorities
Thriving places	<i>To create vibrant, inclusive neighbourhoods where residents have pride in their local areas, high streets and estates are regenerated to meet community needs, everyone has access to world-class public services, and health inequalities are reduced so that all places can thrive.</i>	<ul style="list-style-type: none">• Enhancing access to, safety of, and use of green spaces, sports, and outdoor facilities.• Revitalising local high streets and retail areas by supporting independent retailers, encouraging activation, and improving infrastructure and appearance.• Attracting more visitors by strengthening the area’s heritage offer and promoting key destinations.• Supporting local business development by enabling SMEs to thrive.• Improving transport infrastructure and promoting active travel.
Stronger communities	<i>To rebuild resilience and a collective sense of belonging in disadvantaged communities by empowering boards to tackle root causes of division, strengthen relationships, and foster pride and safety.</i>	<ul style="list-style-type: none">• Tackling crime and antisocial behaviour by introducing targeted initiatives and deterrents.• Build social trust and strengthen community networks by supporting more community activities and events.
Taking back control	<i>To ensure everyone has the opportunity to shape their future and community, with empowered individuals able to access skills, employment, and self-employment, regardless of background or location, driving local economic growth and giving people a greater say in how their area develops.</i>	<ul style="list-style-type: none">• Expanding accessible and inclusive education and skills provision for adults and young people by removing barriers to participation.

Strategic case for change

Intended use of powers

The Neighbourhood Board will make use of a range of powers to ensure we deliver our vision.

Whilst specific intervention proposals are still being developed, it is likely that the Neighbourhood Board will work with the Council to use powers including:

- Design codes.
- Planning policy.
- Developing links with Young Futures Hubs local to Greater Carlton.

Long-term outcomes

The Neighbourhood Board's 10-year vision is for Greater Carlton to be a place where everyone can live well, dream big, and shape their own future.

Through our targeted investments, in a decade, the following outcomes will be realised:

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

Achieving these outcomes for Greater Carlton will also mean the following intended impacts are realised:

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



Strategic case for change

Our approach to achieving our vision for Greater Carlton

The Neighbourhood Board's approach to delivery recognises that some of the challenges facing Greater Carlton will take longer to address than others:

- **Achieving short-term impact:**

Through the first 4-year investment plan (2026-30), the Neighbourhood Board will invest in interventions that are designed to address the most pressing challenges facing Greater Carlton's residents, communities and businesses. Delivering these interventions will also help the programme to build momentum, partnerships and presence. Guided by insights from our extensive engagement, our focus will be on interventions that deliver visible impact, strengthen the capacity of local organisations, or lay the groundwork for future interventions within the later stages of the investment plan. This will enable us to demonstrate meaningful benefits to residents and businesses throughout the initial 4-year period.

- **Achieving medium-term impact:**

Some proposals within our first 4-year investment plan require further development or are contingent on understanding the strategic landscape for investment throughout the East Midlands region. Our intention is to invest in the necessary feasibility and scoping work required to turn these proposals into investable propositions. The cost of this initial work is included within our 4-year investment plan; the costs associated with the implementation of these interventions (should they demonstrate a strong value for money

case for investment) will be included within future investment plans over the 10-year period.

- **Achieving long-term impact:** Over the full 10-year period of the programme, our aim is to collaborate with partners to establish place-based approaches to addressing some of the more systemic and deep-seated challenges facing Greater Carlton. While the investments designed to address these challenges will take longer to design and implement due to their complexity, the Neighbourhood Board will use this time to attract and leverage additional private and public sector funding to maximise the impact and legacy of the PfN funding.

The Neighbourhood Board recognises that the nature of the challenges and opportunities experienced across Greater Carlton will likely evolve over the 10-year period. Through regular consultation and engagement with local stakeholders, we will keep our investment priorities and intended outcomes under regular review.

We intend to remain flexible and guided by the needs of local stakeholders, ensuring, where possible, that our priorities align with the most recent feedback from residents, businesses and community organisations.

We will also collaborate with local, regional and central government to ensure our investment priorities align with wider place-based priorities, enabling us to play an important role in delivering for Greater Carlton, Gedling, Nottinghamshire and the East Midlands region.

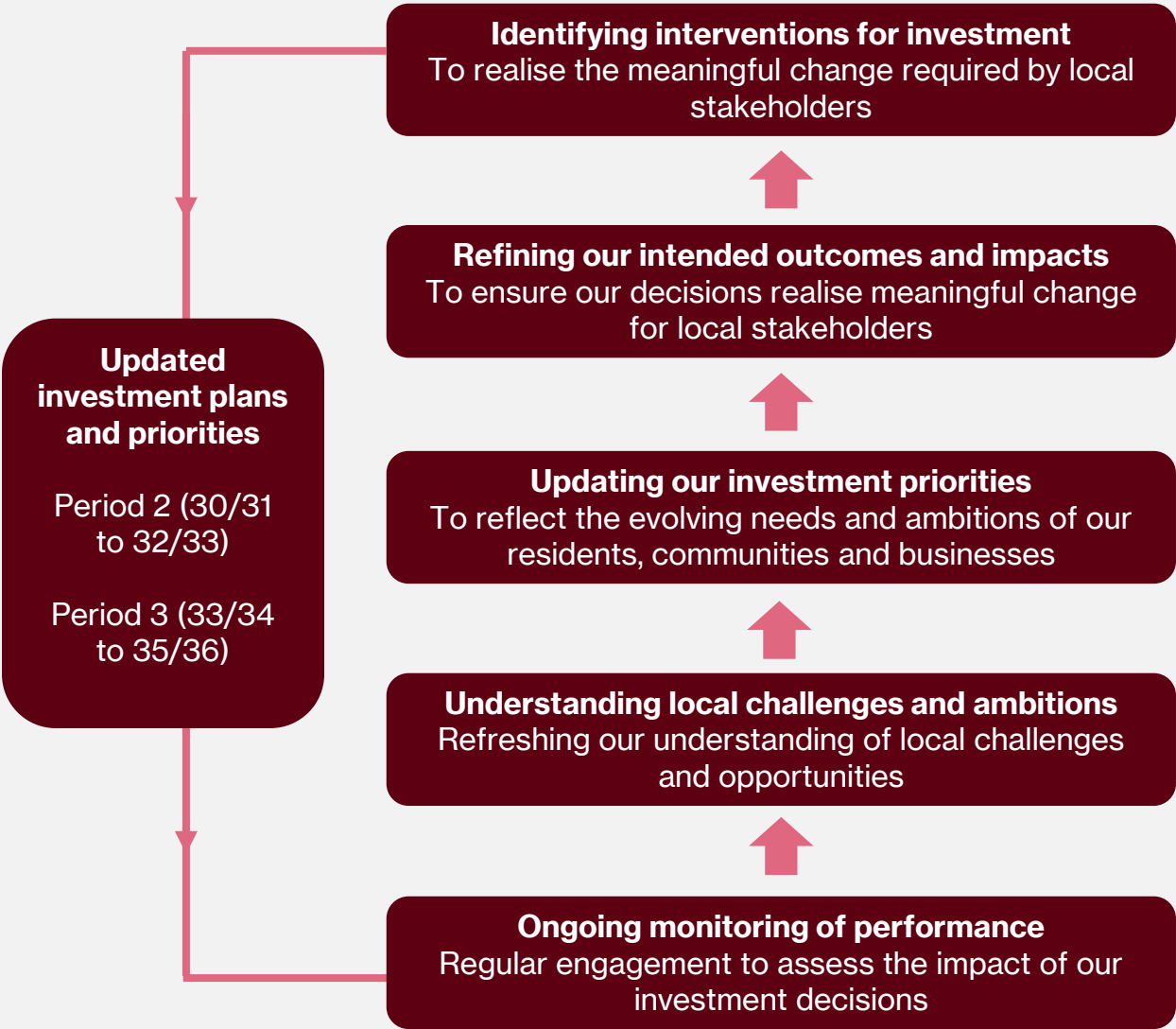
Strategic case for change

Our approach to reviewing priorities and performance over the 10 years of the programme

Our 10-year vision articulates the transformational impact that we are committed to realising for Greater Carlton's residents, communities and businesses.

To achieve our vision, long-term investment and partnerships are required to address the structural issues that create the challenges and barriers being experienced by local stakeholders.

While our vision is likely to remain relatively unchanged over the 10-year period, we will regularly assess how best to achieve our ambitions. As a result, we are committed to regularly reviewing our investment priorities and intended outcomes/impacts, to ensure they align with local needs and aspirations:



Alignment with other programmes and investments

Our vision, investment priorities and intended impacts are designed to align with a range of existing and planned local, regional, and national programmes, investments, and strategies.

While Greater Carlton has not received direct central government funding in the past decade (e.g. Levelling Up Fund, Towns Fund), it has benefited from government allocations made to Gedling Borough Council and Nottinghamshire County Council. The Neighbourhood Board is committed to ensuring that any new investments made by the Neighbourhood Board build on these foundations.

Alignment with specific interventions and programmes

The UK Shared Prosperity Fund (UKSPF) 2022-2026, administered locally by the Council, shares several priorities with the Neighbourhood Board's investment plan. These include:

- Improving health and wellbeing;
- Enhancing green and open spaces;
- Supporting community organisations and events;
- Investing in town centres and high streets; and
- Promoting the visitor economy.

In the UKSPF extension year (2025-26), the East Midlands Combined County Authority (EMCCA) became the Lead Authority for £25 million of regional funding. EMCCA's delivery of regional business support and skills programmes has informed the Neighbourhood Board's intended approach to supporting these agendas.

The Neighbourhood Board is actively working with EMCCA to ensure alignment with its wider investment portfolio, including the £160 million East Midlands Investment Zone and the emerging skills and employment offer. This partnership will help to ensure that Greater Carlton's residents and businesses benefit from regional regeneration, transport, skills and economic growth initiatives.

At the local level, the Neighbourhood Board's investment priorities have been shaped to complement the Council's Economic Growth Framework, Destination Management Plan, and Heritage Strategy. These strategies are due to be published shortly and have been considered throughout the development of the Regeneration Plan. the Neighbourhood Board will continue to work closely with the Council to ensure that delivery of PfN investment is coordinated and place-based.

The Neighbourhood Board is also committed to working with the Nottinghamshire PCC and the Nottingham and Nottinghamshire Violence Reduction Partnership (NNVRP), who are commissioning £2.6 million of youth support services over the next eight years. These services will aim to reduce serious violence through early intervention and address risk factors such as mental health, educational engagement, and community resilience. Here, the Neighbourhood Board will collaborate with the PCC to ensure that local challenges are understood and addressed through complementary investment.

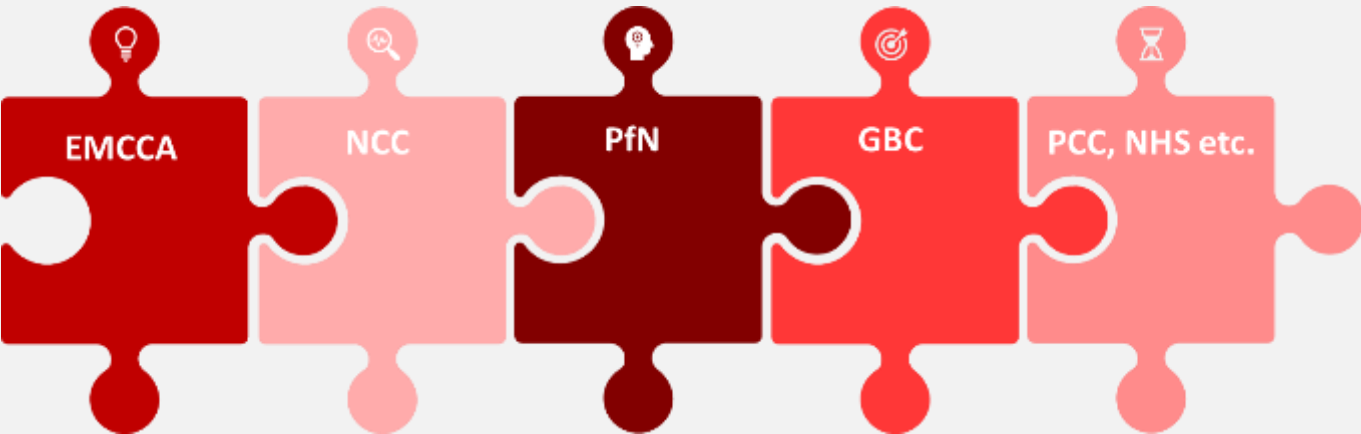
Alignment with other programmes and investments

Alignment with strategic stakeholders

Throughout the development of this 10-year Regeneration Plan, the Neighbourhood Board has worked closely with strategic stakeholders across the region to ensure the PfN aligns with wider masterplans and strategies. This collaborative approach ensures that improvements across Greater Carlton fit together seamlessly – like pieces of a jigsaw.

As illustrated in the diagram, this interconnected support is expected to include contributions from EMCCA, Nottinghamshire County Council, Gedling Borough Council, the PCC, NHS, and other public sector partners.

The Greater Carlton Regeneration Plan will sit at the heart of this investment landscape, with a place-based approach designed to avoid duplication, reinforce existing delivery, and maximise the impact of investment for the communities of Greater Carlton.



Match funding and leveraged investment

Delivering our vision will require more than the £20 million core investment provided through the Plan for Neighbourhoods. To maximise our impact and ensure long-term sustainability, the Neighbourhood Board is committed to securing match funding and leveraging additional investment from a diverse range of partners. By aligning our priorities with those of regional and national partners and actively pursuing complementary funding streams, we aim to amplify the benefits of our investment for the residents, businesses, and wider community across Greater Carlton.

The Neighbourhood Board as a place-leader

The Greater Carlton Neighbourhood Board intends to maximise the benefits realised through this £20 million, 10-year investment by central government through securing match funding from a range of sources. This will be achieved through:

- **Control** - The Neighbourhood Board will base our investment decisions on several key criteria, including the ability of each intervention to provide additionality/secured match funding, the scope and scale of the benefits that would be realised and how well each aligns to the needs of local residents and businesses.
- **Influence** - The investment decisions taken by the Neighbourhood Board will be required to complement the investment decisions being taken by other local decision makers.

Our intention is to work with other place-based decision makers, including the Council's Gedling Growth Board, the PCC, Nottinghamshire County Council, and EMCCA to pursue a series of shared priorities that align with our investment themes and ongoing consultation feedback.

- **Championing** - Using our collective influence and connections to attract additional funding and investment into Greater Carlton.

Alignment and shared delivery of priorities

The timing of development of this 10-year vision coincides with the development and publishing of key strategic documents across Gedling and the wider Nottinghamshire region, which we have explored through our engagement with strategic stakeholders through the development of our Regeneration Plan.

The Council has recently developed three strategies, which are due to be published in 2026: its **Economic Growth Framework, Destination Management Plan** and **Heritage Strategy**. The Neighbourhood Board will ensure that the interventions selected for investment over the period of our first investment plan align with and complement the Council's implementation of their various strategies.

Additionally, the PCC has recently published its Police and Crime Plan 2025-2029, which sets the PCC's strategic priorities of restoring and embedding Neighbourhood Policing; tackling violence against women and girls; and tackling knife crime and serious violence.

Match funding and leveraged investment

The Neighbourhood Board is committed to working collaboratively with the PCC to ensure a coordinated approach to delivery, resulting in people feeling safer across Greater Carlton.

The Neighbourhood Board has also engaged extensively with EMCCA's business, investment and skills teams to understand their ambitions, objectives and proposed plans for investment through the Mayor's first term, which has informed the development of our Regeneration Plan.

Similarly, the Neighbourhood Board has worked closely with Nottinghamshire County Council throughout the development of the plan and engaged extensively with Officers in Transport, Regeneration, Skills, and Youth Services, to ensure that the Neighbourhood Board's investments dovetail with commitments and future investments made by the County.

Additionality

The Neighbourhood Board recognises that the long-term nature of the funding creates opportunities to attract additional private and public sector investment. Given the guarantee of funding over a 10-year period, the Neighbourhood Board intends to maximise the opportunities to leverage investment from other sources.

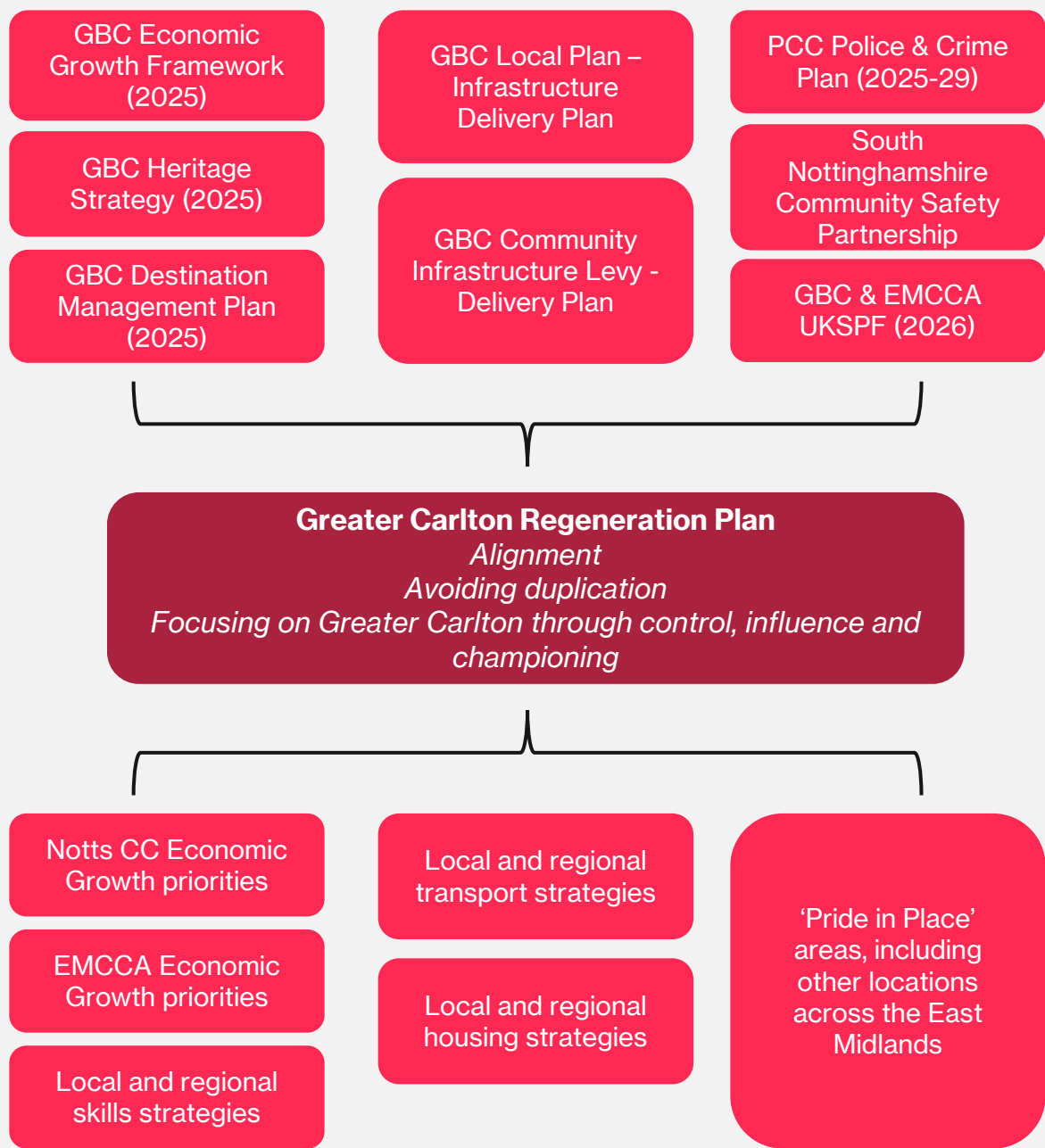
During the development of the Neighbourhood Board's 4-year investment plan, a key consideration related to whether each proposed theme or intervention was able to identify secured or potential match funding.

The following sources of potential match funding were identified for specific project themes or interventions; the following provides an indication of the additionality that could be secured during the delivery of the first 4-year investment plan:

- Direct investment by community organisations leading individual interventions (for example, through reserves);
- Grant funding provided by other public bodies, by (for example) the Council, County Council, or Parish Councils;
- Grant funding provided by national organisations, including the National Lottery (i.e. Heritage Lottery Fund etc.), Football Foundation, Football Association and England Cricket Board;
- Attraction of private sector investment;
- Access to and use of land/property provided by freeholders, subject to certain conditions and investments being undertaken;
- Match funding from individual businesses, for example those intending to access grant funding for shop front improvements or business support; and
- Allocation of Community Infrastructure Levy investments ('CIL') by the Council.

Match funding and leveraged investment

The Neighbourhood Board intends to leverage investment by collaborating with key local place-based stakeholders to advance its priorities in alignment with broader regional ambitions. The diagram below illustrates the range of strategic investments that the Neighbourhood Board could align with to enable targeted and impactful delivery for the communities of Greater Carlton.



Community and stakeholder engagement

The success of our Greater Carlton Regeneration Plan relies on meaningful engagement with the community and key stakeholders at every stage – from development to delivery. Through the Neighbourhood Board's membership and through actively engaging with residents, businesses, local organisations, and strategic partners, we have and will continue to ensure that our Regeneration Plan reflects local priorities, harnesses diverse perspectives, and builds a strong foundation for collaborative delivery.

Neighbourhood Board membership and leadership

The Neighbourhood Board Chair and Council have sought to secure Board membership which is reflective of Greater Carlton's communities and businesses. A summary of the Neighbourhood Board's membership with voting rights is provided below:

- The Chair.
- The local MP for Gedling.
- Leader of Gedling Borough Council.
- Nottinghamshire County Council Portfolio Holder for Economic Development and Asset Management.
- The Office of the Police and Crime Commissioner.
- Local Health representatives, including those from Jubilee Park Medical Partnership.
- Community stakeholders, including representatives from Carlton Hill Action Group and Gedling Climate Change Group.

- The Former Assistant Chief Fire Officer at Notts Fire & Rescue Service, and Assistant Chief Executive and Corporate Director for Strategy and Resources at Nottingham City Council.
- The Non-Exec Director of Notts Healthcare Trust, Chair of East Midlands LIFT Companies, Board Member of Framework, Chair of Notts Community Foundation.
- Local and regional business representation, including from Entente/Purico Ltd, Challenge Consulting and the Federation of Small Businesses.
- Local community sporting organisation: Mapperley All Stars Community CIC.
- The Gedling Youth Mayor.
- The Chair of the Caribbean Elders Group and Member of Gedling Seniors Council.

The Neighbourhood Board's regular observers include representatives from Gedling Borough Council, Nottinghamshire County Council, EMCCA, and Inspire Culture, Learning and Libraries, ensuring a wide range of representation at regular Board meetings.

It is expected that the membership of the Neighbourhood Board will evolve over the next decade, to reflect the changing nature of the challenges and opportunities associated with the area. The Chair and Council will ensure, through an annual review, that the Neighbourhood Board remains led by local people who have the insight and ability to maximise the opportunities for Greater Carlton over the next decade.

Community and stakeholder engagement

The Neighbourhood Board's commitment to ongoing community and stakeholder engagement

The Neighbourhood Board is committed to ensuring that our Regeneration Plan is, and continues to be, shaped by the views, lived experience and insights of residents, businesses and community organisations.

The Neighbourhood Board has identified several investment priorities and intended outcomes that will determine the types of interventions we will pursue through our investment plans over the 10-year period of the Regeneration Plan.

By investing in skills and learning, our young people, our businesses, and the health and wellbeing of residents, we are committed to reducing inequality and promoting inclusive economic growth as part of a long-term approach that benefits everyone in Greater Carlton.

The Neighbourhood Board recognises that the nature of the challenges and opportunities experienced across Greater Carlton will likely evolve over the 10-year period. Through regular consultation and engagement with the community and local stakeholders, we will keep our investment priorities and intended outcomes under regular review.

The Neighbourhood Board will also engage with local stakeholders on a specific basis to (i) assess the effectiveness and impact of investments made and (ii) inform future investments decisions during the development of future investment plans.

The Neighbourhood Board's Chair

The current Chair of the Greater Carlton Neighbourhood Board is David Stewart OBE. David is a distinguished educator and advocate for inclusive learning, with over five decades of experience in education, community leadership and youth engagement.

David served as Head Teacher at Oak Field School and Sports College in Nottingham for over 25 years, dedicating a total of 37 years to teaching in schools for children with special educational needs.

David is also recognised for his commitment to the arts and inclusive community engagement as the director of the Nottingham Youth Theatre Inclusive Company.

As well as being the Neighbourhood Board's Chair, David also serves on the governing body of Nottingham Girls' High School, where he contributes his expertise in special educational needs and his passion for supporting children's learning journeys.

Community and stakeholder engagement

The Neighbourhood Board's ways of working and distinction from the local authority

The Neighbourhood Board operates independently of the Council and holds ultimate responsibility for making decisions relating to programme investments.

The Council, as the accountable body, will support the Neighbourhood Board to ensure that effective governance arrangements and financial controls are in place to support effective and transparent decision making.

The Neighbourhood Board is committed to working in partnership with the Borough and County Councils, EMCCA, private businesses, and community organisations to maximise the opportunities and impact associated with the PfN investment and ultimately contribute to the wider growth of the borough and region.

The Neighbourhood Board has actively cultivated relationships with strategic, local, and business stakeholders through direct engagement and one-to-one discussions during the development of this Regeneration Plan. These local partnerships will be sustained and strengthened through ongoing dialogue with the local MP (who sits on the Neighbourhood Board), regular monitoring of the plan's progress, and collaborative input into the second investment plan, scheduled for development in the 2027/28 financial year. This continued engagement ensures that the Neighbourhood Board remains aligned with regional priorities and responsive to emerging opportunities.

How we will secure buy-in from local businesses, civil society, and communities

The Neighbourhood Board is composed of representatives from each of these stakeholder groups, ensuring that local businesses, civil society organisations, and community members have a meaningful voice in decision-making. Board members also bring with them extensive networks within their respective fields, which will be actively engaged throughout the implementation of the Regeneration Plan and associated investment strategies.

Further, the development of this Regeneration Plan has been underpinned by strong engagement and endorsement from local businesses, civil society, and community groups. Their involvement has been instrumental in shaping the vision and priorities of the Plan, and they will continue to play a central role in its delivery to ensure lasting impact.

Through the collaborative processes established during the development of both the Long Term Plan for Towns and the Plan for Neighbourhoods, communities, businesses, and civil society are now well-informed and actively engaged with the programme, laying the foundation for sustained momentum and shared ownership.

Community and stakeholder engagement

How we will ensure community and stakeholder engagement in the delivery of interventions

The Neighbourhood Board is committed to ensuring the continued and sustained engagement of local businesses, civil society and communities across the period of the 10-year Regeneration Plan, to:

- Ensure the community continues to be involved in the design and delivery of the plan and interventions;
- Maintain a strong and ongoing understanding of local challenges and opportunities;
- Monitor the impact of PfN-funded interventions; and
- Inform and shape the second and third iterations of investment plans and the refreshed Regeneration Plan.

the Neighbourhood Board is currently developing proposals to ensure that current levels of engagement are sustained; structures to formalise the engagement process will be confirmed and implemented during year 1 of the programme. These proposals may include:

- Establishing links with existing forums, structures and channels;
- Establishing and operating sub-groups that feed ideas and community feedback into the Neighbourhood Board;
- Undertaking regular engagement and consultation; and
- Leveraging connections held by Board members.



Community and stakeholder engagement

Community engagement to date

The foundations for our Regeneration Plan are provided by the valuable insights gathered through (i) an online survey of residents, business and community groups, (ii) a targeted engagement exercise with young people and businesses, and (iii) direct 1:1 discussions with key local stakeholders.

The survey took place online and was live between the 15th July and the 30th August 2024. This initial round of consultation was designed to capture a broad spectrum of perspectives on how the local area could be improved.

A total of **727** members of the community completed the survey, representing 2% of the area's population above the age of 16.

Further targeted engagement was undertaken over the period of 1st September to 24th September 2024. The purpose was to delve deeper into challenges and opportunities raised in the first round of consultation. This round of consultation targeted three key groups: young people, high street businesses, and larger employers, whereby we:

- Undertook workshops in local schools within the Carlton area to understand young people's hopes and concerns;
- Contacted 200 high street businesses to survey their perceived challenges and opportunities with 20% of these agreeing to take part; and
- Engaged larger businesses on a 1:1 basis through phone calls to explore areas of support.

Following the transition from the Long Term Plan for Towns to the Plan for Neighbourhoods, the Neighbourhood Board undertook a renewed phase of engagement between July and September 2025 to build on the insights gathered from communities in 2024 and shape the emerging Regeneration Plan.

This occurred in parallel to the Zencity polling, which was commissioned by MHCLG and gathered digital feedback from 130 residents and businesses, focused on where local people wanted to see investment made.

To complement the extensive consultation that informed the original 10-year vision, the Neighbourhood Board reconnected with local organisations, businesses and key stakeholders through targeted one-to-one discussions. These conversations provided an opportunity to revisit priorities, assess evolving needs, and ensure that the Regeneration Plan reflects current aspirations and challenges across the Greater Carlton area, borough and region.

Feedback from both universal and targeted consultations in 2024 and 2025 has shaped the Neighbourhood Board's vision and intended impacts. The 2025 engagement, in particular, played a key role in helping the Neighbourhood Board identify its investment priorities which will guide investment over the initial 4-year period.

Governance

Strong governance is vital to the successful delivery of our 10-Year Regeneration Plan. Both the Neighbourhood Board and Council (as the accountable body) have specific roles, purposes, and remits to oversee decision-making, monitor progress, and ensure that investments reflect local priorities and comply with the Council's legislative frameworks.

The purpose of the Greater Carlton Neighbourhood Board

The Neighbourhood Board is the community-led body responsible for the development, approval, implementation, monitoring and evaluation of Greater Carlton's 10-Year Regeneration Plan.

The Neighbourhood Board, supported by the Council, has developed this 10-Year Regeneration Plan and submitted it to MHCLG in November 2025.

The Neighbourhood Board is responsible for ensuring that all decisions are informed by meaningful engagement with local stakeholders. All Neighbourhood Board proposals are required to demonstrate an evidence-based link between investments, their anticipated outcomes, and the challenges currently being experienced by local stakeholders.

The Neighbourhood Board will drive the implementation of our investment priorities, identify where the powers set out in the policy toolkit can be maximised to deliver change and steer the long-term vision for Greater Carlton.

The Neighbourhood Board is committed to working in partnership with local communities and businesses, the Council, County Council, EMCCA, PCC and local Member of Parliament to achieve our vision for Greater Carlton.

The remit and functions of the Greater Carlton Neighbourhood Board

The roles and responsibilities of the Neighbourhood Board include:

- Overseeing the development, approval and implementation of the Regeneration Plan and 4-year investment plan (2026-30).
- Leading the development of subsequent investment plans for the remainder of the 10-year period (2030-2036).
- Developing, appraising and selecting interventions for investment, ensuring that interventions are deliverable, represent value for money and are designed to realise benefits that address the priorities of local stakeholders.
- Undertaking regular engagement and consultation with local residents, businesses and community groups to understand the impact of investments and the priorities for future investments.
- Ensure that funding is allocated to locations within the agreed boundary of Greater Carlton.

Governance

The Neighbourhood Board is currently developing proposals to ensure ongoing stakeholder engagement throughout the duration of the Regeneration Plan. Options being considered by the Neighbourhood Board include establishing sub-groups, forging links with existing forums and channels, undertaking regular community consultation and engagement, and leveraging connections held by Board members.

The remit and functions of the accountable body

The Council is the accountable body for PfN programme funding and is responsible for the implementation of compliant investment plans agreed by the Neighbourhood Board.

In administering the grant over the 10-year period of the Regeneration Plan, the Council is responsible for:

- Providing a programme management function, ensuring effective oversight of the programme's delivery, including tracking progress against milestones and managing interdependencies across individual interventions;
- Providing oversight of delivery, ensuring that any PfN funding is spent in line with the Council's financial controls and associated legislative frameworks.
- Providing oversight of governance and decision making, ensuring that Neighbourhood Board decisions are compliant with statutory requirements (including procurement and subsidy control).

- Ensuring any procurement activity is undertaken in line with the Council's Contract Standing Orders and procurement regulations.
- Identifying, assessing, and mitigating risks to programme delivery through a structured risk management approach, including the maintenance of a programme risk register as well as intervention-level risk registers.
- Delivering stakeholder engagement exercises with key stakeholders, including residents, community organisations, delivery partners, and strategic stakeholders, to ensure the programme continues to reflect local needs and priorities.
- Developing and implementing communications strategies that promote transparency, raise awareness of programme activity, and celebrate success.
- Supporting appropriate scrutiny of programme delivery through internal governance structures and external review mechanisms.
- Ensuring that robust assurance processes are in place to monitor delivery, manage risk, and demonstrate compliance with funding and governance requirements, as set out in Section 9 (Assurance).

Following the anticipated Local Government Reorganisation of Nottinghamshire and Nottingham (vesting day 1st April 2028), all accountable body functions and responsibilities currently discharged by the Council will transfer to the new unitary authority that contains Greater Carlton.

Governance

The relationship between the Neighbourhood Board and Council

Throughout the 10-year programme, the Neighbourhood Board will work with the Council to:

- Ensure that interventions are delivered to time, cost and quality.
- Ensure alignment between the programme and other forums /organisations committed to catalysing local investment (i.e. Ambition Arnold and EMCCA).
- Ensure that procurement and grant funding comply with Procurement Contract Regulations (2023) and Council procurement rules.
- Ensure the allocation of funds complies with the Subsidy Control Act 2022.
- Ensure the environmental impact of each intervention is considered.
- Ensure that the selection of interventions aligns with the Council's Public Sector Equality Duty.
- Manage and mitigate risks associated with the successful implementation of the programme and individual interventions.
- Regularly communicate decisions and progress in relation to the programme and individual interventions.
- Engage with local stakeholders, assessing performance against priorities, objectives and intended outcomes identified within the Regeneration Plan.

- Undertake further rounds of consultation to inform future investment plans.

While clear separation exists between the Neighbourhood Board and the Council, a collaborative and supportive relationship between the two bodies is required.

The Council's Connected Council Portfolio Board will provide accountable body oversight of key compliance, controls and assurance on behalf of the Senior Leadership Team ('SLT'), managing escalations to SLT as required. In turn, SLT will oversee reporting to the Council's committees and Cabinet as required.

The Council's Gedling Growth Board will oversee the strategic alignment of the 4-year investment plan. The Growth Board is chaired by the Council's Director of Place and is responsible for the physical and economic regeneration of Gedling, providing strategic oversight of capital programmes, ensuring that interventions are on track and within budget.



Governance

Managing the programme in line with the Nolan Principles

The Neighbourhood Board will take collective responsibility for adhering to the Nolan Principles (selflessness, integrity, objectivity, accountability, openness, honesty and leadership). As outlined within the Neighbourhood Board's Terms of Reference, each member of the Neighbourhood Board is required to:

- Sign up to a code of conduct based on the Nolan Principles (as outlined within the Neighbourhood Board's Terms of Reference).
- Declare any conflicts of interest when they assume their role on the Neighbourhood Board. Additionally, conflicts of interest will be a standing agenda item at each Neighbourhood Board meeting.

The following assurance arrangements are in place to ensure adherence to the above principles:

- 'Conflicts of interest' will be a standing agenda item at each Neighbourhood Board meeting.
- The Chair of the Neighbourhood Board, in partnership with the Council, is responsible for monitoring the Neighbourhood Board's adherence to the Nolan Principles and principles of managing public money.
- The Council, as the accountable body, will support the Chair to monitor adherence (through the Council's Control and Assurance Framework ('CAF')) and raise any issues directly with the Chair.

- Each new member of the Neighbourhood Board will be requested to complete a conflict of interest declaration when joining the Neighbourhood Board.
- Each existing member of the Neighbourhood Board will on an annual basis be required to complete a new declaration of interest disclosure.

Transparency requirements will be met in line with the Neighbourhood Board's Terms of Reference, whereby The Neighbourhood Board will publish membership and governance arrangements (including minutes of meetings and decision logs) on the Council's website.

The Neighbourhood Board will meet at least quarterly and will publish:

- Documented decision-making process outlining the voting rights of the Neighbourhood Board.
- Profiles of board members.
- Draft minutes of meetings following the meeting within 10 working days.
- Final minutes, once approved by the Neighbourhood Board within 10 working days.
- Any conflicts of interest reported within the published minutes.

Governance

The process for appraising and approving investments and identifying appropriate routes to market

Each member of the Neighbourhood Board, with the support of the Council, is responsible for adhering to the principles of managing public money (regularity, propriety, feasibility, value for money).

To ensure adherence to these principles, the following processes will be followed throughout the programme (as established during the development of the Regeneration Plan and 4-year investment plan):

- Through inclusive engagement with local stakeholders, the development of a longlist of interventions that could potentially be funded.
- Through consultation and engagement, the development/ review/ refinement of investment priorities and intended outcomes, to ensure the Neighbourhood Board's priorities reflect the views of local stakeholders.
- The creation and use of a prioritisation framework to select the most appropriate interventions, taking account of the intended benefits of the fund, investment priorities and intended benefits of the Neighbourhood Board, feedback from local stakeholders and value for money considerations.
- Following the identification of interventions for investment, the Neighbourhood Board will work with the Council to:
 - Assess the market's ability to deliver the proposed interventions.

- Identify potential legacy costs or liabilities that may be incurred by the Council after PfN funding ends.
- Evaluate alignment with other place-based interventions, including those led by the Council, EMCCA, the Neighbourhood Board, and others.
- Appraise opportunities for match funding to enhance investment impact.
- Following an assessment of deliverability, the Neighbourhood Board will work with the Council to develop intervention specifications, undertake soft market testing and agree a compliant approach to procurement, depending on the intervention type.

Each investment plan will be informed by a procurement strategy developed by the Council and agreed with the Neighbourhood Board, demonstrating how the investment of all PfN funding aligns with Procurement Regulations and subsidy control rules. This strategy will also identify risks and mitigations associated with the procurement of interventions in line with the Neighbourhood Board's investment plans.

The strategy will then be maintained by the Council's Programme Delivery Team, which will include representation from the Council's procurement team. The Council will provide updates on the procurement strategy at each monthly Neighbourhood Board meeting.

Governance

Risk management

The Council, acting as the accountable body, will manage and mitigate delivery, fraud, quality, timescales and financial risk by developing and maintaining programme and intervention-level risk registers.

Programme and intervention-level risk mitigation will be overseen by the Council's Growth Board and Risk Board. Working jointly with the Council's Programme Delivery Team, early identification of risks and deviations from the programme plan will be mitigated and escalated accordingly.

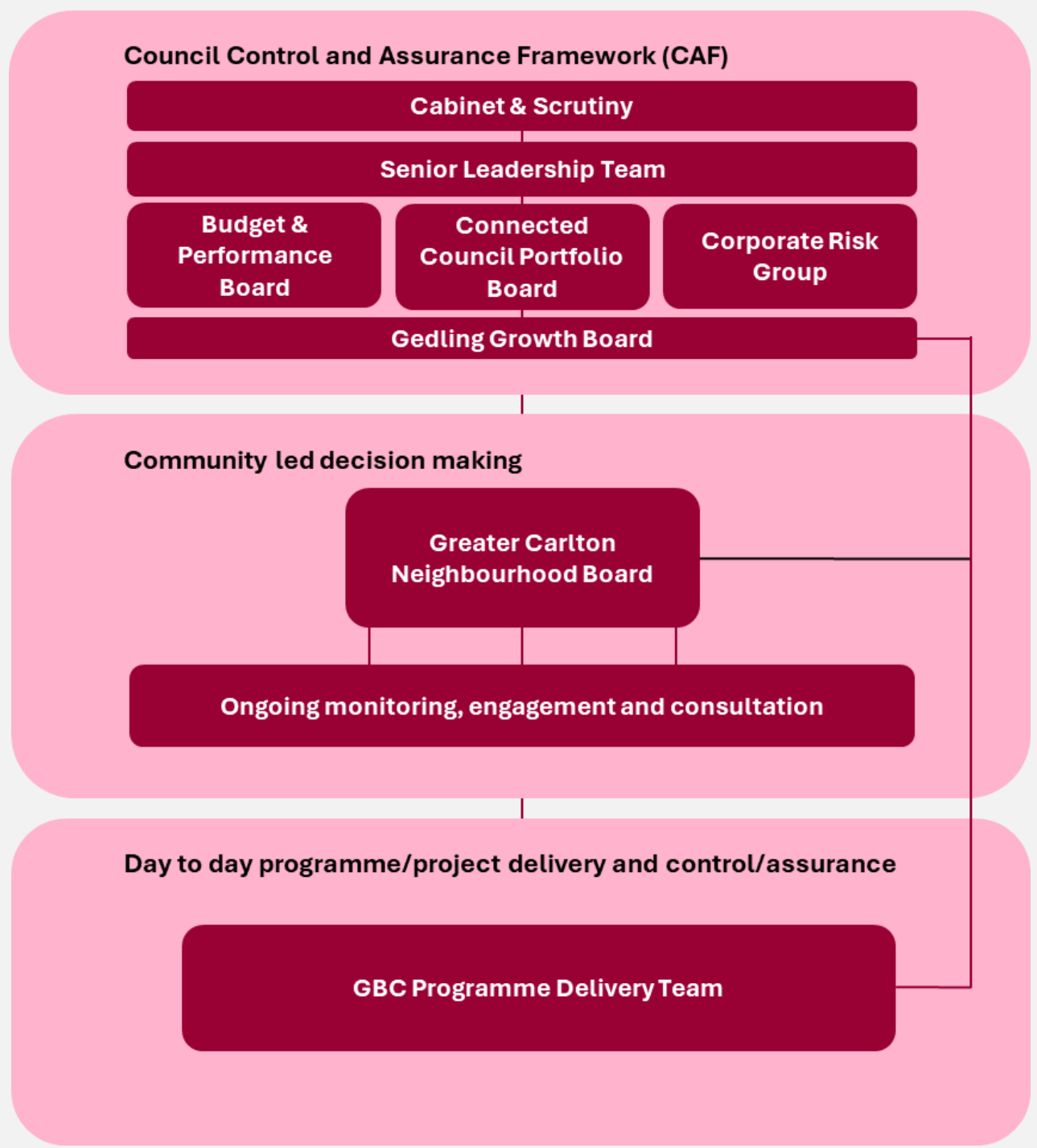
Programme and intervention-specific risk registers will be regularly updated and made available at each Neighbourhood Board meeting. Supporting narrative will be provided where risk levels are considered to have increased in either likelihood or impact. It is the role of the Neighbourhood Board to support the Council in developing mitigations to address any risks raised.

Further details regarding programme and intervention-level assurance arrangements are provided within the next section.



Governance

The diagram below summarises the current governance arrangements described in this section. These arrangements may need to be revised following the implementation of Local Government Reorganisation.



Assurance

Robust assurance is vital to safeguarding the delivery and integrity of our 10-Year Regeneration Plan. Through a combination of clear accountability structures, transparent processes, and regular monitoring, the Neighbourhood Board and Council will ensure that all investments and activities meet the highest standards of value for money and compliance.

Delivery-led assurance

As the accountable body, the Council will ensure that the programme and individual interventions are delivered in line with Best Value and Managing Public Money standards through the CAF.

The CAF provides effective control, oversight and assurance across a range of place-based programmes / interventions overseen by the Gedling Growth Board (i.e. Ambition Arnold). Adherence to the framework will ensure:

- Accountable decision making.
- Responsible use of public money, including achieving value for money.
- Effective implementation, monitoring and evaluation.

The CAF, in conjunction with the Neighbourhood Board's Terms of Reference, formalises decision-making processes, ensures compliant procurement processes and grant funding awards, and articulates programme delivery assurance arrangements.

Key tolerances, relating to costs, timescales, quality and scope will be established, allowing for ongoing monitoring of the programme and specific interventions as they progress.

The Neighbourhood Board and Council are fully committed to ensuring the highest standards of decision making, programme delivery, accountability, and transparency. The CAF will be reviewed by the Council annually to ensure it provides an appropriate framework for effective delivery and decision making.

Programme governance led assurance

The Neighbourhood Board's Terms of Reference clearly articulate the respective roles and responsibilities of the Council and Neighbourhood Board in relation to decision making, programme delivery and assurance. The Nolan Principles of Public Life underpin the Neighbourhood Board's Terms of Reference and the Council's CAF.

The Terms of Reference will be updated following the development of any ongoing community and stakeholder engagement structures, if required.

Assurance

Council (accountable body) led assurance

The governance and control arrangements outlined within the CAF demonstrate how the Council will fulfil the role of the accountable body over the lifetime of the programme.

The role of the Gedling Growth Board is specified within the CAF, including responsibilities associated with ensuring value for money through effective investment proposal development, appraisal and delivery, in addition to risk management.

The Growth Board will regularly consider the programme dashboard, highlighting performance against key tolerances. Should tolerances be breached, a clear and defined escalation process will be followed.

Assurance through transparency

The Council will play a central role in ensuring transparency across the programme. It will provide the secretariat function on behalf of the Neighbourhood Board, while the Council's Programme Delivery Team will ensure that programme decisions and delivery comply with programme guidance, Council rules and relevant national legislation. Through these various functions, the Council will:

- Ensure that all CAF requirements are adhered to.
- Ensure the programme decisions and activities conform with legal requirements regarding equalities, social value, environment, subsidy control, procurement etc.

- Ensure all funds are used in accordance with the conditions placed on the programme (as specified within the Memorandum of Understanding (MoU) agreed between the Council and MHCLG).
- Through the Council's Section 151 Officer, undertake an annual audit of Neighbourhood Board capital and revenue spend, to assess performance against the programme's financial freedoms and flexibilities outlined by MHCLG.
- Maintain official records of Neighbourhood Board proceedings, ensuring Neighbourhood Board decisions are recorded within the minutes of each meeting.
- Ensure that the minutes of each meeting are reviewed at the following Neighbourhood Board meeting to ensure accuracy.
- Ensure that agendas, minutes and non-confidential reports are published via the Council's website.
- Ensure that conflicts of interest are disclosed by Neighbourhood Board members on an ongoing basis.

Assurance

Assurance of procurement

The programme's procurement activity will be delivered by the Council's Programme Delivery Team. In line with the CAF, all procurement activity will be required to meet the Council's procurement rules (Council's Contract Procedures), ensuring compliance with Public Contracts Regulations 2015 and the Procurement Act 2023.

The Council will maintain a procurement register and undertake an annual audit of procurement activity to ensure full compliance with procurement rules and regulations. The outcomes of this audit will be reported to both the Gedling Growth Board and the Greater Carlton Neighbourhood Board.

This process will be guided by the procurement strategy, which will be developed by the Council and agreed with the Neighbourhood Board for each investment plan. The strategy will set out how all PfN funding will be invested in accordance with Procurement Regulations and subsidy control rules. It will also identify procurement-related risks and outline appropriate mitigations.

The procurement register and audit process will serve as key tools in monitoring adherence to the procurement strategy.

Assurance of grant funding

In line with the Council's CAF, the allocation of grant funding will be subject to a formal procurement exercise. Recipients of grant funding will be required to agree a Grant Funding Agreement ('GFA') with the Council.

The GFA will set out the roles and responsibilities of each party, in addition to the required outputs and outcomes associated with the delivery of the project.

Reporting and monitoring requirements will be specified, while all grant recipients will be required to comply with Procurement rules and regulations.

The GFA will include terms relating to the recipient's responsibilities and specify provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.

The Council will maintain a grant funding register and undertake an annual audit of procurement activity, assessing adherence with the terms of the GFA. The findings from the process will be reported to the Gedling Growth Board and Greater Carlton Neighbourhood Board.



List of abbreviations

PfN	Plan for Neighbourhoods
MHCLG	Ministry of Housing, Communities and Local Government
EMCCA	East Midlands Combined County Authority
PCC	Police and Crime Commissioner
GBC	Gedling Borough Council
UKSPF	UK Shared Prosperity Fund
NNVRP	Nottingham and Nottinghamshire Violence Reduction Partnership
MSOA	Medium Super Output Area
LSOA	Lower Super Output Area
IMD	Indices of Multiple Deprivation
RSA	Royal Society of the Arts
GVA	Gross Value Added
EPC	Energy Performance Certificate
CIL	Community Infrastructure Levy
CAF	Council Control and Assurance Framework
SLT	Senior Leadership Team
GFA	Grant Funding Agreement