



# Council Plan

## Gedling's Legacy 2026 – 2028

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# 1 Introduction



# Introduction

This Plan sets out the Council's vision and intent at a time of opportunity and transition for local government. It builds on the strong progress we have made in recent years and provides a clear sense of direction, based on what our residents tell us is most important to them.

As we prepare for Local Government Reorganisation, a national change, which will bring changes to how all district and county councils are structured, and will affect us locally, the plan also reflects our shared responsibility to leave a positive and lasting, legacy for the communities we serve.

Over the past three years since our last plan was agreed, the Council has focused on delivering tangible improvements that matter most to residents. We have made improvements to the environment including investment in our green spaces, achieving Green Flag status for four of the Borough's parks, and have upgraded key sports and play facilities.

We have also continued to strengthen our environmental credentials, making progress on climate change and sustainability, and have worked closely with partners to keep our communities safe by supporting prevention and ensuring a visible enforcement presence to keep our borough clean.

Our long-term regeneration plans have moved forwards with a clear vision, through Ambition Arnold, for Arnold town centre, and significant progress to enable housebuilding and to reduce long term vacant homes, outperforming both regional and national benchmarks.

Critically, we have improved how we listen to residents and are committed to ensuring that local voices shape decision making and service delivery.



Looking ahead, this plan provides both a clear vision, and a roadmap for delivery, ensuring that while we remain unapologetically ambitious for the borough, we do so with a focus on addressing inequality and on stability and stewardship for the future.

As we prepare for the changes ahead, we will continue to listen to, and act on, residents' views and ensure Gedling's needs and identity are clearly represented in future arrangements.

Our mission to serve people and improve lives remains at the heart of everything we do. We are committed to leaving a positive legacy of stable public services and improved infrastructure and will do this under four key priority themes:

- Ensuring healthier, safer, connected communities
- Shaping places to be proud of
- Providing responsive, reliable and value for money services
- Ensuring a safe transition to a new authority.

Each theme is supported by specific objectives and actions, underpinned by priority foundations including financial resilience and effective governance. It is not designed to be an exhaustive list of everything the Council will do, but it sets out the critical outcomes we will achieve and provides clarity on how progress will be monitored.

The Plan has been developed based on data and insight, including demographic data and survey data collected from residents during recent consultations; demand data about our services; and consideration of national requirements such as the implementation of Simpler Recycling; the proposed national outcomes framework for local government; and the requirement for Gedling to have an up-to-date Local Plan.

We are fortunate to have strong working relationships with our statutory partners, parish councils, community and voluntary organisations across the borough, and with local businesses. As a district council we rely on each other to get things done and while our budgets may be increasingly stretched, our commitment to work together on our priorities remains firm so that we achieve the best possible outcomes for the people we serve.

This Plan reflects our determination to do the right things, in the right way for Gedling now – and for the generations to come.

**Councillor John Clarke MBE**

*Leader of the Council*

# 2 About the Borough





Estimated population  
**120,179**



**2.6%**  
population growth  
2019 - 2024



**51,551**

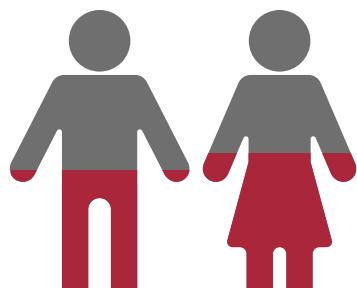
Number of households



Number of businesses (2024)  
**3,925**

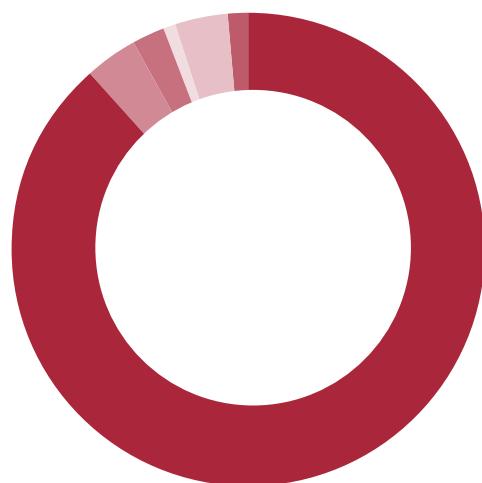
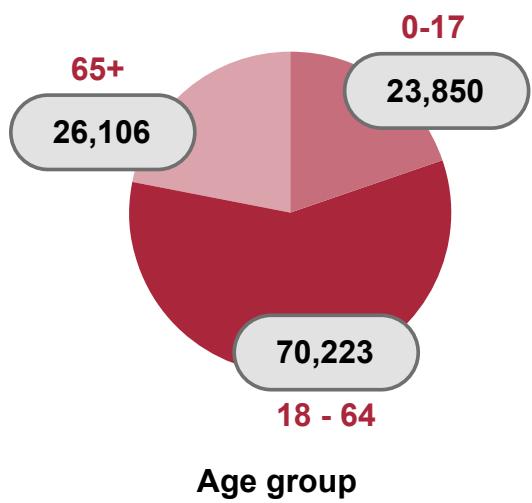


Local people are satisfied  
with their lives



48%  
male

52%  
female



White 104,918  
Asian 4532  
Black 2675  
Arab 186  
Multiple 4130  
Other 823

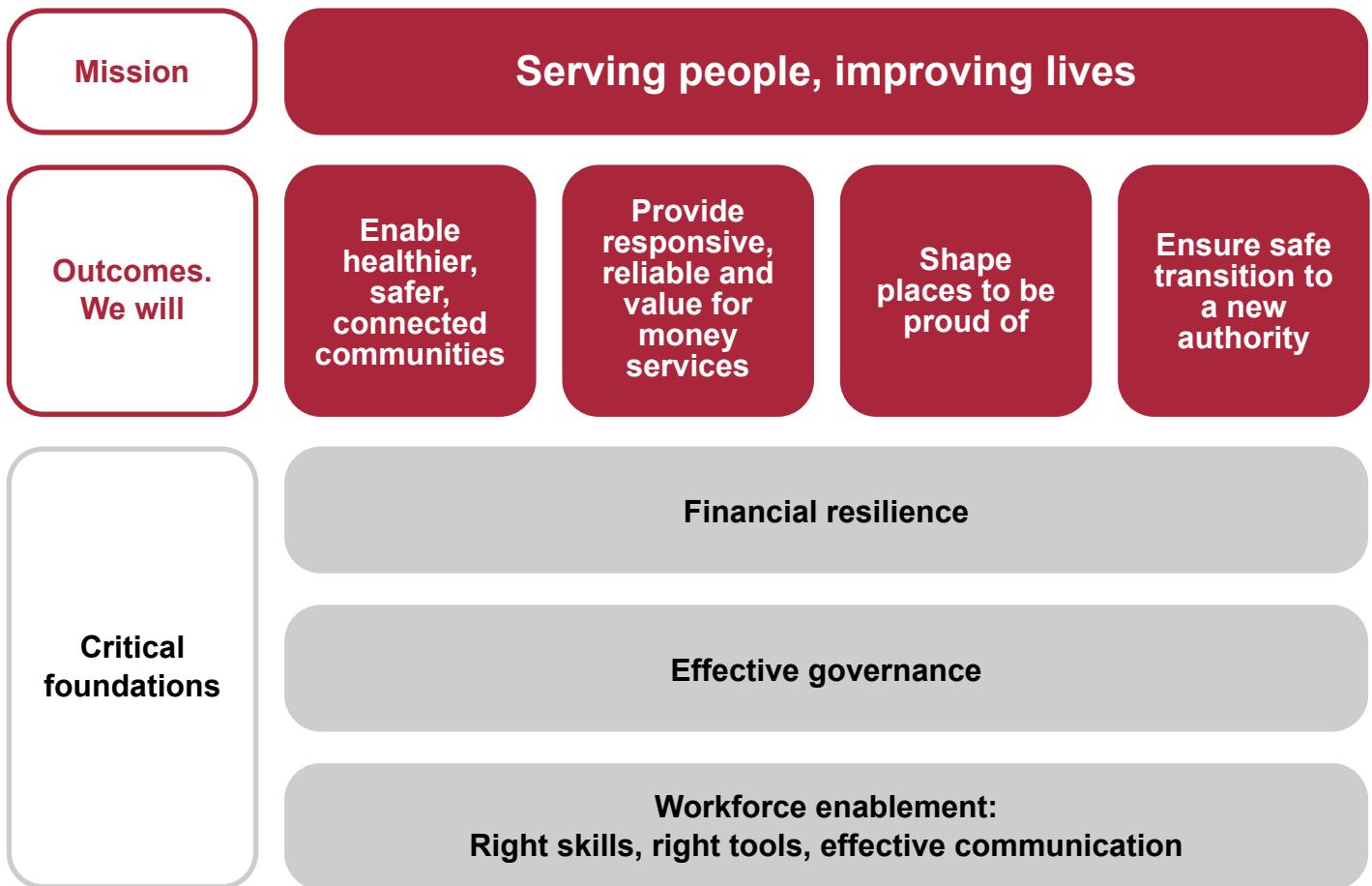
# 3 Our Mission



# Our Mission

Our core mission to serve people and improve lives remains unchanged.

The following diagram sets out how our mission is supported by four priority outcomes, and three critical foundations. The pages that follow then set out our objectives under each theme in more detail.



The objectives set out under each theme within this document may each contribute to more than one outcome.



## Priority 1:

**Enabling healthier, safer,  
connected communities**

# Priority 1:

## Enabling healthier, safer, connected communities

We understand that staying healthy and well is fundamental to a happy life. While as a borough council, we don't have direct responsibility for healthcare, public health or social care services, our role in enabling leisure provision and high-quality, affordable housing, maintaining public spaces, and delivery of economic regeneration and environmental health services, has a significant impact on health and wellbeing. The Health Foundation (2024, What Builds Good Health) has identified eight determinants of health, most of which can in some way be influenced by what the Council does:

- Friends, family, and communities
- Good work
- Money and resources
- Our surroundings
- Housing
- Transport; and
- Education and skills
- The food we eat

**Where we are now:** Census data tells us that the borough has a slightly higher than average age profile than the rest of the East Midlands and England as a whole, with a growing, ageing population. The proportion of the total population being 65 or over has increased by approximately 3% in 2021 since 2011. More than 81% of residents describe their health as good, or very good, with only around 5% describing it as 'bad' or 'very bad'. Life expectancy is slightly higher than average, at around 79.5 years for men (England average: 78.6) and 83.5 years for women (England average: 82.4).

The averages, however, mask unequal outcomes between the borough's richer and poorer areas. There is one significant pocket of deprivation in Killisick, with other areas of deprivation in Netherfield, Colwick, Bestwood and Newstead Village. Additionally, 6.4% of adult deaths (aged 25+) are attributable to long-term exposure to air pollution and in some areas, there are higher than average smoking rates and elevated admissions to hospital for alcohol-related conditions.

The Council plays a role in prevention, particularly through the provision of leisure, housing, environmental health and economic regeneration services, and by maintaining parks and open spaces for public use. While leisure membership levels have grown in recent years, the buildings that house the Council's leisure facilities are ageing and approaching the end of their useful lives. This creates a position where the leisure service is not covered by membership fees, and is heavily subsidised, increasingly costing more to maintain than the Council can afford. In recent years we have been assessing options for leisure provision to improve the financial and operational viability of these services. From 2026, detailed plans for change will be shared, based on concepts worked up so far, and on the outcomes of public and partner consultations.

We are committed to housing growth and to enabling the build of quality, affordable, housing that meets Gedling's future needs, as well as reducing the number of long-term empty homes across the borough. In recent years we have made good progress in reducing the cost of temporary accommodation. External funding has been used to support skills development to increase employability and to support local businesses to scale and significant work has been undertaken to improve air quality, including along Gedling's main traffic routes, with effective action plans meaning there are no current Air Quality Management Areas in place. Environmental health services perform well, with priority given to public safety.

# Enabling healthier, safer, connected communities

## What we will do

Our commitments to contributing to healthier, safer, connected communities by 2028 includes the following priority areas of focus:

Priority Focus	What we will do
<b>Ensure fit for purpose, sustainable and accessible public leisure infrastructure to facilitate healthy, active, lifestyles</b>	<ul style="list-style-type: none"><li>• Create a clearly resourced, staged plan to deliver sustainable leisure provision, moving from the use of unsustainable, expensive legacy buildings to modern, fit for purpose leisure provision, building on the work done on feasibility, concept design and Business Case in 2025.</li><li>• Subject to Cabinet approval, progress a new flagship leisure centre 'Carlton Active', on the site of the current Richard Herrod Centre as well as progressing decisions for the future of Redhill and Calverton Leisure Centres following consultation.</li></ul>
<b>Ensure access to green spaces</b>	<ul style="list-style-type: none"><li>• Maintain the quality of our parks and open spaces, working with our community partners to ensure continued Green Flag accreditation</li></ul>
<b>Residents feel safe and included</b>	<ul style="list-style-type: none"><li>• Continue to enforce environmental crime, including littering and fly tipping, ensuring targeted action in areas of highest need.</li><li>• Work with partners to address Anti Social Behaviour.</li><li>• Ensure people feel they can influence local decisions that matter to them.</li><li>• Use external funding wherever possible to provide events, cultural activities and to celebrate pride in Gedling, while ensuring financial viability and public safety.</li></ul>
<b>Ensure quality homes and sustainable communities</b>	<ul style="list-style-type: none"><li>• Ensure health and wellbeing are key considerations within the development of our Local Plan, ensuring a comprehensive and holistic approach to housing provision and mix, including the needs of people who are elderly or disabled and aligned to Gedling's Housing Needs Assessment</li></ul>
<b>Address air pollution to ensure public safety</b>	<ul style="list-style-type: none"><li>• Continue to actively manage air pollution across the Borough through monitoring and targeted action, to protect the health of local residents.</li></ul>
<b>Create opportunities to maximise positive impact, address inequality and enable sustainable communities through partnership working</b>	<ul style="list-style-type: none"><li>• Maximise available external funding towards the Council's priority objectives.</li><li>• Support the Greater Carlton Neighbourhood Board to deliver the first two years of the 10 year, £20m investment plan for the Greater Carlton area.</li><li>• Continue to build positive, impactful relationships with East Midlands Combined County Authority (EMCCA).</li><li>• Work with community partners including Nottingham Community and Voluntary Service (CVS) to transition to a sustainable, externally enabled delivery model for Community and Voluntary network support.</li><li>• Support the work of Gedling's Social Mobility Commission.</li></ul>



## **Priority 2:**

**Provide responsive, reliable and value-for-money services**

# Priority 2:

## Provide responsive, reliable and value-for-money services

Prior resident surveys, coupled with recent local consultation about local government re-organisation confirm consistently strong public interest in good quality, value for money core universal services, and a desire from residents for the council to focus on priorities relating to ensuring cleaner streets, community safety, refuse and recycling and the provision of good quality parks, sports and leisure facilities. The Council also has a duty to ensure that our services are accessible for everyone as far as reasonably possible.

**Where we are now:** Having seen significant budget reductions over more than a decade, the Council has worked hard to do more, or the same, with less overall resource available, working effectively with community, local and national partners to find creative ways to deliver services to meet resident expectations. Most recently, the Council has formed a new environmental enforcement partnership with Waste Investigations Support and Enforcement (WISE) to issue fixed penalty notices for offences such as littering, dog fouling and fly-tipping. WISE take a percentage of every FPN issued so the service is provided at no cost to the Council or taxpayers, enabling critical enforcement activity without diverting funding away from essential services.

The Council's waste services are improving, and new ICT systems have been rolled out that enable data to be collected to track performance, and to ensure that council employees have real time data about bin collections to provide up to date advice to residents. The introduction of new dynamic bin calendars mean that data about bin collections is now always up to date and in 2026 we will continue to build on these successes with more online services becoming available for our waste and street services, enabling residents to see the information they need at the touch of a button and making service delivery more efficient. The Council's garden waste service also enjoys strong take up, with more than 20 thousand households signing up for the service in 2025 - 2026.

Responsiveness also continues to improve with the percentage of calls to the contact centre answered, or a call back made standing at 96.7% and strong performance of 98.42% in percentage of Business Rates collected and 97.49% in percentage of Council Tax collected in the last full reportable year 2024/25.

In Spring 2025, the Council's leisure service achieved its highest ever membership numbers, with more than 5000 members registered, making a significant contribution to health and wellbeing across the borough and reducing the service's subsidy. There has been strong engagement in recent consultations on improvements to leisure services, and all resident feedback will be taken into account as plans progress.

The Council has also launched a new, accessible website, as part of wider plans to improve its ICT provision and enable easier access to services for residents. While digital services continue to be rolled out to deliver efficiencies, we recognise that not everyone can, or wants to, engage with us online. To support digital inclusion, the Council has successfully secured external funding that is being used to support community partners to offer access to online services in the community as well as becoming a national Data Bank partner, enabling us to provide free SIM cards to people who would otherwise be unable to afford access to the internet.

Commitment to supporting our communities continues, and the Council is working with the Greater Carlton Neighbourhood Board to define a grant scheme for sports and community provision within the Greater Carlton area, while adapting the Council's own grant schemes to maximise value to taxpayers.



# Provide responsive, reliable and value-for-money services

## What we will do

Our commitment to providing responsive, reliable and value-for-money services by 2028 includes the following priority areas of focus:

Priority Focus	What we will do
<b>Waste services</b>	<ul style="list-style-type: none"><li>Continue to roll out new technology to ensure service performance can be tracked, and to ensure efficient service delivery.</li><li>Roll out national Simpler Recycling changes in line with the Government's timetable.</li><li>Improve online processes for residents.</li></ul>
<b>Improving the cleanliness of our streets and public spaces</b>	<ul style="list-style-type: none"><li>Continue to strengthen enforcement action to reduce fly tipping, littering and improve the environment.</li><li>Review the location of our litter bins using data to ensure that they are in the right place and emptied at the right time.</li><li>Review our street sweeping rounds to improve the cleanliness of our streets.</li></ul>
<b>Customer services</b>	<ul style="list-style-type: none"><li>Implement changes to staffing patterns to better match resident needs and deliver savings.</li><li>Launch a new Customer Service Insight Framework to enable customer insight to drive service improvement Council wide.</li><li>Introduce an online customer account to enable residents to see where their requests are up to online, on a phased basis.</li></ul>
<b>Ensure inclusive, accessible services</b>	<ul style="list-style-type: none"><li>Explore the potential for new cashpoint collection at locations throughout the borough.</li><li>Continue to expand digital inclusion support working with partners across Nottinghamshire.</li><li>Improve the accessibility of Council managed websites by merging stand-alone websites into the core Council website to improve accessibility and save money.</li></ul>
<b>Maximise the impact of community grant funding</b>	<ul style="list-style-type: none"><li>Support the work of the Greater Carlton Neighbourhood Board to define and launch a new Sports and Community Grants scheme.</li><li>Review Council grant provision to maximise the impact of grant funding overall.</li></ul>
<b>Continue to review our services to deliver existing critical efficiencies and to ensure value for money is maintained.</b>	<ul style="list-style-type: none"><li>Continue with our programme of targeted service reviews to ensure continued focus on the delivery of efficiencies required to balance the Council's finances ahead of the start date for the new authority.</li><li>Strengthen finance business partner and performance management arrangements.</li><li>Critically review any requests for new investment in the light of the new authority to determine value for money in the long term.</li></ul>



## **Priority 3:**

# **Shape places to be proud of**

# Priority 3:

## Shape places to be proud of

The place we live is what unites us as a borough and contributes to our residents' quality of life. We are committed to shaping places that we can all be proud to live in, both now and for future generations, and to ensuring that key infrastructure is maintained and enhanced. As the borough grows, we are keen to ensure an ambitious and responsible approach to planning that prioritises design quality and affordability to meet housing and business needs without compromising the character of our towns and villages and the things that make the borough special.

**Where we are now:** Clear master planning is at the heart of our approach, most recently through the delivery of a clear masterplan for Arnold town centre, and residential design codes, alongside the progression of Gedling's Local Plan which aims to shape future development in the borough by addressing the community's needs for housing, jobs, and infrastructure, with a strong focus on sustainability, design standards, and local engagement. The development of the Local Plan ensures that our local communities have a say in shaping future growth rather than the Council having to react to it.

The Council has a well performing, responsive, planning service, strong engagement with developers and a positive approach to ensuring ongoing development contributions to fund strategic infrastructure. In recent years this has supported the development of the Gedling Access Road (Colliery Way), the visitor's centre at Gedling Country Park and neighbourhood projects such as the regeneration of Gedling Youth and Community Hub, improvements to public realm in Arnold Town Centre and investment in sports facilities.

In 2025, four of the borough's parks again achieved Green Flag status, and we continue to outperform regional and national averages in relation to addressing long-term vacant homes.

Despite our successes, we know there is more to do, and we want to use our two remaining years to leave a positive legacy for future generations. Most critically this will include progressing our Local Plan through to adoption, ensuring that the needs of the borough shape future planning decisions that are made. We will also consider how we can maximise the use of Council assets for wider public good, reviewing all the property and land we own to ensure that it is used in the best interests of the people we serve.

Through all of this, we remain resolute in our commitment to supporting improved energy efficiency and to addressing the climate change emergency. Having already reduced energy use by 45% since 2019, we will continue to work in partnership to maximise external funding to enable home energy efficiency measures, will use our planning powers to mitigate climate risks, and will ensure the impacts of development are understood.

Finally, we will continue to promote pride in place, ensuring noise, anti-social behaviour, and other issues within the Council's remit to enforce, are dealt with promptly; that our food outlets are safe; and that we address unauthorised development and housing that falls below acceptable standards. Our licensing teams will continue to manage alcohol, entertainment, taxi licensing and the licensing of Houses in Multiple Occupation (HMOs) ensuring appropriate action is taken where licence conditions are not met.

# Shape places to be proud of

## What we will do

Our commitment to shaping places to be proud of by 2028 includes the following priority areas of focus:

Priority Focus	What we will do
<b>Adopt the Gedling Local Development Plan, ensuring growth is well planned, sustainable and maintains the character of the borough</b>	<ul style="list-style-type: none"><li>Clearly set out where development should be directed across the Borough, prioritising locations that are sustainable and accessible.</li><li>Ensure the Plan meets the requirement for local housing needs as defined under national policy.</li><li>Ensure the Plan allows sufficient land for employment growth and supports job creation.</li><li>Address transport needs, with a focus on enabling sustainable travel and managing impacts of growth on the travel network.</li><li>Balance the necessity for enabling growth with the need to protect the character of the Borough and the quality of design.</li><li>Ensure that the Plan has a positive impact on climate goals.</li><li>Consider opportunities to connect natural spaces, waterways and cycle routes for community benefit and ecological value.</li><li>Continue to listen carefully to residents, businesses and statutory consultees at all stages of the Plan development.</li></ul>
<b>Maximise contributions from developers to support community infrastructure.</b>	<ul style="list-style-type: none"><li>Ensure new development is supported by critical infrastructure such as schools, health services and good quality community facilities through the effective use of Section 106 agreements and the Community Infrastructure Levy.</li></ul>
<b>Review the Council's assets to improve public spaces and infrastructure, and to reduce long term maintenance costs.</b>	<ul style="list-style-type: none"><li>Review the land and buildings owned by the Council to reduce unsustainable running costs, and to enable re-generation and development opportunities.</li></ul>
<b>Consider the development of sports facilities in the borough aligned to the Council's Playing Pitch Strategy.</b>	<ul style="list-style-type: none"><li>Refresh the Playing Pitch Strategy to provide a clear strategic framework in relation to the provision of playing pitch and outdoor sport facilities across the borough.</li><li>Consider the feasibility, subject to land surveys, of developing enhanced football facilities at Lambley Lane Recreation Ground, including all weather pitches to enable year round usage.</li></ul>
<b>Progress our ambitions for the first phase of change in Arnold.</b>	<ul style="list-style-type: none"><li>Build on the future vision for Arnold town centre by progressing initial plans to remove unused buildings on Front Street and explore viability and funding options for a new theatre and cinema.</li></ul>

# Shape places to be proud of

## What we will do

<b>Priority Focus</b>	<b>What we will do</b>
<b>Prevent homelessness</b>	<ul style="list-style-type: none"><li>• Work with landlords to resolve issues and support individuals to avoid eviction proceedings.</li><li>• Use the Homelessness Prevention Grant from Central Government to fund initiatives that target prevention.</li><li>• End rough sleeping in the borough.</li><li>• Provide support from the Discretionary Housing Payment Scheme to help families with shortfalls in benefit payments which can lead to rent arrears and with deposits or rent in advance payments needed to secure accommodation.</li><li>• Develop Personal Housing Plans for those at risk of homelessness.</li></ul>





## **Priority 4:**

# **Ensure safe transition to a new authority**

# Priority 4:

## Ensure safe transition to a new authority

Local Government Reorganisation represents the most significant structural change to local government in more than 50 years. It will affect essential services, staff, residents, partners and democratic accountability. As such, we have a responsibility to ensure a safe transition that protects service continuity and ensures public confidence.

While at the point of publishing this Plan, no decision had yet been reached on the future shape of local government across Nottinghamshire (this decision is expected in Summer 2026), careful planning is already underway to reduce the risk of service disruption, financial instability and loss of organisational knowledge, ensuring that Gedling's residents receive reliable and effective services throughout the change process.

A smooth transition depends on clear governance arrangements. During the lifetime of this Plan, a new shadow authority will come into being, before the formal start date for the new council (known as 'vesting day') expected in April 2028, and may take on some decision making powers under a Section 24 direction from central government.

There is a significant amount of work for all affected councils to do ahead of transition to a new authority, and this will need to be a focus for our teams over the next two years. The changes will require robust programme management as well as the expertise of our teams, so that activity is well co-ordinated, best use is made of existing knowledge, and risks are well managed.

Our staff play an essential role in the transition, and we have a responsibility to support them through this change, providing as much clarity as we can, and protecting employment where possible. It will be important that we retain critical skills and expertise to maintain operational stability both throughout the transition and once the new authority is in place.

Our finance, property and legal teams will need to do work to align budgets, harmonise council tax and related discount schemes, manage liabilities and ensure the lawful transfer of assets and contracts to the new authority.

Core systems underpin almost every council function including finance, payroll, council tax, benefits, planning, waste management, housing, customer services and democratic services. Any disruption to systems will have a direct impact on staff and residents and may impact data security and regulatory compliance. Our Digital, Data and Technology team will be working with colleagues across Nottinghamshire to share key information and to set out how decisions on what to retain, replace, integrate and decommission will be made. There will also need to be early shared work on data standards, structures and IT policies so that IT risks are managed and the foundations for effective service delivery are put into place early.

Our aim in ensuring a smooth and safe transition is to enable the new authority to act with confidence and legitimacy from day one, with a clear focus on protecting the interest of the Borough's residents, ensuring services continue uninterrupted and that public trust is maintained.

# Ensure safe transition to a new authority

## What we will do

Our commitment to ensuring a safe transition includes:

Priority Focus	What we will do
<b>Preparing the council's Cyber, Digital, Data and Technology provision for safe transition.</b>	<ul style="list-style-type: none"><li>Audit and document key IT systems, infrastructure, applications, data, licences and contracts.</li><li>Create a forward plan of IT contracts that may require extending and begin to consider the future IT principles, standards, strategy, data and system alignment with fellow councils.</li><li>Establish decision-making principles for consolidation of IT to be adopted as part of plans for the new authority.</li><li>Develop interim data sharing agreements where they are required, as a short-to-medium-term solution.</li></ul>
<b>Aligning Procurement, Contract and Supplier management to enable safe transition.</b>	<ul style="list-style-type: none"><li>Update the Contracts Register for the Council and share contract information to support the creation of a consolidated Procurement Plan for the new authority.</li><li>Plan early engagement with strategically important suppliers used by multiple councils or carrying out critical services to facilitate smooth transition.</li></ul>
<b>Enabling critical roles to be retained through the change process and delivering the HR activities needed to support transition.</b>	<ul style="list-style-type: none"><li>Engage with local recognised Trade Unions to ensure effective communication about LGR and the likely timing of staff transfers.</li><li>Identify critical roles and single point of failure risks, and develop retention strategies and transition plans to mitigate risk.</li><li>Develop a change ready strategies and ensure change management policies for staff are fit for the transition process.</li></ul>
<b>Ensuring a sustainable financial position and alignment on key financial considerations at the point of transition.</b>	<ul style="list-style-type: none"><li>Consider the approach to harmonisation of council tax levels, to take effect no later than the start of Year 8 of re-organisation.</li><li>Consider the form of a new single local council tax support (LCTS) scheme to be in place no later than three years after restructuring.</li><li>Consider the local approach to discounts for second and empty homes and homes undergoing repairs; council tax premiums; and discretionary discounts.</li></ul>
<b>Define considerations for the pension scheme in the new authority.</b>	<ul style="list-style-type: none"><li>Work with fellow councils to consider how the Local Government Pension Scheme (LGPS) fund should be structured, managed and governed and staffed.</li></ul>

<b>Priority Focus</b>	<b>What we will do</b>
<p><b>Ensure the audit position is clear and outstanding audit actions are completed as far as reasonably possible ahead of transition, ensuring effective oversight of critical risks.</b></p>	<ul style="list-style-type: none"> <li>• Create a complete and accurate register of contingent liabilities, risks and outstanding audit recommendations so that the successor authority has a clear view of risks and liabilities.</li> <li>• Develop and regularly update a complete and accurate register of current or pending litigation and claims, significant risks and outstanding audit recommendations, so that the successor authority has a clear view of risks and liabilities.</li> </ul>
<p><b>Share information on council assets and existing planned investments to enable effective planning.</b></p>	<ul style="list-style-type: none"> <li>• Collate and share existing information on all property assets and agree how asset disposals and changes will be governed during transition.</li> <li>• Review 'in flight' capital projects and assess delivery strategy for all projects running beyond the start date for the new council.</li> <li>• Identify all asset management data and ensure data is cleansed and harmonised prior to the start date for the new council.</li> </ul>
<p><b>Support the creation of a new programme team.</b></p>	<ul style="list-style-type: none"> <li>• Contribute to the establishment of a shared Programme Office across all authorities, with shared governance and funding.</li> <li>• Prepare executive summaries of key service areas, explaining what catch council's services do, their scope, legal duties, size of budget, workforce and their key priorities.</li> </ul>
<p><b>Understand, enable and support new decision making processes and ensure lawful and safe transition.</b></p>	<ul style="list-style-type: none"> <li>• Identify specific matters that affect the current councils which may require a legal process to transfer to a new council.</li> <li>• Consider regulatory requirements ahead of transition.</li> <li>• Ensure new contracts have adequate provision that takes transition into account.</li> </ul>
<p><b>Communicate effectively internally and externally.</b></p>	<ul style="list-style-type: none"> <li>• Work across all councils to deliver cohesive and easy to understand communications internally and externally.</li> <li>• Develop an internal communications campaign to support change readiness and to aid retention during transition.</li> </ul>



# 4 Critical Foundations



# Critical Foundations

The Council relies on a small number of critical foundations to enable the necessary stability, capacity and support to deliver against its priorities.

We will ensure:	By:
<b>Financial resilience</b>	<ul style="list-style-type: none"><li>• Strengthening our existing disciplined approach to day to day financial management, integrating financial and performance reporting and oversight.</li><li>• Maintaining adequate minimum reserves to protect the Council from unexpected shocks.</li><li>• Ensuring discretionary services are regularly reviewed to assess value and evidence of impact.</li><li>• Ensuring income generating services cover their costs.</li><li>• Reducing near term leisure subsidy through clear and appropriately resourced retention and marketing strategies ahead of wider leisure transformation.</li><li>• Optimising the use of our assets.</li><li>• Making use of capital receipts and external income sources to support the Council's priorities.</li></ul>
<b>Strong governance, safe transition.</b>	<ul style="list-style-type: none"><li>• Setting clear priorities within this Plan and the associated Annual Delivery Plans for 2026/27 and 2027/28.</li><li>• Ensuring clarity of roles and responsibilities between elected members and officers.</li><li>• Further embedding risk management practices, including making better use of corporate business partners.</li><li>• Ensuring clear decision making and accountability, including in the establishment of the shadow authority.</li><li>• Ensuring effective internal audit and scrutiny focused on the Council's highest risks.</li></ul>
<b>Effective and secure supporting Digital solutions</b>	<ul style="list-style-type: none"><li>• Continuing to deliver the elements of the Council's Digital, Data and Technology Strategy that are unaffected by Local Government Re-organisation.</li><li>• Updating key infrastructure and upgrading applications where necessary, to ensure continued support and to minimise legacy technical debt ahead of the transition to a new authority.</li><li>• Strengthening service management practices, introducing best practices to improve consistency.</li><li>• Continuing to maintain and strengthen cyber security controls.</li><li>• Conducting regular disaster recovery testing and ensuring engagement with services in relation to business continuity planning.</li></ul>

We will ensure:	By:
<p><b>Our workforce has the right skills, tools and support for their role</b></p>	<ul style="list-style-type: none"> <li>Having a clear, annually reviewed training plan for staff, making clear what is mandatory and what is optional.</li> <li>Addressing retention and single points of failure through effective knowledge transfer and consideration of retention plans for critical roles.</li> <li>Considering early sharing of roles instead of recruiting to new vacancies during the transition period.</li> <li>Continuing to improve management practices through 'skip a level' check ins and pulse surveys.</li> </ul>
<p><b>We communicate effectively</b></p>	<ul style="list-style-type: none"> <li>Mapping our stakeholders and having a clear plan to reach them.</li> <li>Being clear on our communication priorities, aligned to this plan.</li> </ul>



# 5 Our Delivery Plan



# Our Delivery Plan

This Plan sits at the heart of our Performance Management Framework. The Framework is intended to ensure that we are meeting our aims and objectives, to drive change and improvement across the council, and to enable effective performance monitoring of the Council Plan.

For each year of the Plan (2026/27 and 2027/28), a supporting Annual Delivery Plan will be developed that will be tabled alongside the Council's budget, ensuring alignment of resourcing to priorities and making clear who is accountable for delivering each aspect of the planned work, by when.

Each Annual Delivery Plan will outline the specific tasks to be undertaken to ensure we take a coordinated approach to delivering the objectives set out in the Council Plan.

## How we will measure our performance

To ensure we are successfully delivering the aims and objectives outlined in the Council Plan, we will regularly monitor and report on progress.

Progress updates will be published via quarterly reporting so residents, communities and businesses can see how we are delivering for them.

## Roles and responsibilities

The Council Plan cannot be delivered without the hard work and dedication of our staff. The accompanying Annual Delivery Plan for each year will outline the Lead Officers who are responsible for ensuring each activity is delivered effectively. Given the context in which the Council is operating this means the Annual Plans can be adjusted, as needed, to ensure Local Government Reorganisation considerations are taken into account.

The responsibility for successfully delivering the objectives overall sits with the Strategic Leadership Team who ensure the right resources and capacity are in place to support delivery.

Elected Members play a key role in considering and monitoring the activity included within the Council Plan, through the governance and decision-making arrangements for the Council.

