

Report to Cabinet

Subject: Council Plan – Gedling’s Legacy Plan 2026 – 2028

Date: 19 February 2026

Author: Director of Transformation

Wards Affected: All

Purpose

To consider and endorse the Council Plan for the period 2026-2028 before it is submitted to Full Council for approval.

Key Decision

This is a key decision. Full Council has responsibility for approving and adopting the Council Plan.

Recommendation(s)

THAT:

- 1) Cabinet members endorse the Council Plan (Gedling’s Legacy Plan), 2026 – 2028 and recommend it for approval to Full Council.

1 Background

1.1 In 2023, the Council approved a new Council Plan for 2023 – 2027, covering four key themes:

Economy: To encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities, and promoting an economy that attracts visitors throughout the day and supports leisure activity.

Community: To enable a resilient, empowered, connected, inclusive and healthy community.

Place: To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency.

The Council: To ensure the council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound, and ensures compliance with all relevant legislation.

- 1.2 While significant outcomes have been achieved against the plan and reported on in regular, publicly available performance updates, the external environment has shifted considerably since the plan was created, with increasing pressure on Council resources, new national priorities emerging such as Simpler Recycling, and the largest change to local government in more than 50 years in Local Government Reorganisation.
- 1.3 It is both timely, and necessary, to revisit the Council Plan for the last two years of Gedling Borough Council's lifetime, to take these factors into account.

2 Formulating the Council Plan

- 2.1 It is important that the Council Plan is informed by data as well as local perspectives. To ensure an evidence-based approach to the priority areas of focus, the following inputs were used to shape its content:
 - Demand data for Council services.
 - Current performance metrics.
 - Demographic data about the composition of the Borough and its relative strengths and weaknesses.
 - Statutory and national policy requirements.
 - The timing and likely requirements for the delivery of Local Government Re-organisation based on information provided from Central Government and from the lived experience of other councils who have merged within the last five years.
 - Information about live projects.
 - Data from prior resident surveys to enable trends to be identified.
 - Independent consultation data from Nottinghamshire's shared recent public engagement regarding Local Government Re-organisation.
 - The Government's recent consultation on a national Outcome Framework.
 - The Council's available budget.

2.2 A workshop was held with Cabinet members to explore themes and priorities based on the available data, and to consider what was achievable in the remaining two years of the Council.

2.3 Direct public consultation on the plan was not undertaken on the basis that at the time of writing the plan, a parallel running, independent, six-week consultation was conducted across Nottinghamshire to capture the public's priorities ahead of local Government Reorganisation, and of the 11,483 people who responded, 16% of the responses were from Gedling, providing a good insight into local priorities.

The Survey, conducted in late Summer 2025, asked respondents about 'what makes an area a good place to live' and about their priorities for improvement.

Respondents heavily focused on delivering good quality core and universal services/issues, alongside value for money and meeting local needs.

The following areas of focus scored highly on both importance for making somewhere a good place to live and on priority for improvement. (Note only services within the responsibility, or influence, of district councils are included):

- Keeping the streets and public areas clean and tidy
- Tackling anti-social behaviour and reducing crime
- Public transport, roads and parking
- Refuse collection and recycling
- Parks, sports and leisure facilities
- Health services such as mental health services and promoting healthy lifestyles
- Regeneration of town centres / high streets, including shops and markets.

3 The Council Plan 2026 – 2028 (Gedling's Legacy Plan).

3.1 The new Council Plan, referred to as Gedling's Legacy Plan, responds to local priorities and is designed to ensure that a positive lasting legacy is left for the people of Gedling and that transition to a new unitary authority is as smooth as possible.

3.2 The Plan consists of four key thematic outcomes, underpinned by a number of critical foundations and supported by clear deliverables. The key outcomes and critical enablers are set out in the table below.

Mission		Serving people, improving lives		
Outcomes. We will:		Enable healthier, safer, connected communities	Provide responsive, reliable and value for money services	Shape places to be proud of
		Ensure safe transition to a new authority		
Critical foundations		Financial resilience		
		Effective governance		
		Workforce enablement: Right skills, right tools, effective communication.		

3.3 The Council Plan sets the overarching outcomes that the Council seeks to influence or achieve during the lifetime of the Plan. Once approved, it will be supported by a separate, Annual Delivery Plan, which will clearly set out the timescales for the delivery of related activity. This approach has been taken to ensure that planned actions align to budget provision and to ensure that financial and service delivery performance are monitored in tandem.

3.4 A copy of the full plan is included at Appendix A.

4. Proposal

4.1 It is proposed that:

- Cabinet members review and endorse the Council Plan (Gedling's Legacy Plan), 2026 – 2028 and recommend it for approval to Full Council.
- Cabinet members note that performance will be tracked monthly and reported on publicly on a quarterly basis as part of regular performance updates.

5 Alternative Options

5.1 The Council has no legal duty to produce a Council Plan and could choose not to have a Plan at all. This option is not considered viable as the plan supports the effective governance of Council activity, aligned to public needs and priorities. It provides a clear framework for priorities, performance and accountability and enables budget and service delivery to be linked together.

6 Financial Implications

- 6.1 There are no direct financial implications as a result of this report, however the Legacy plan gives focus on Council priorities, this forms the basis for allocating funds to ensure budgets are allocated only to Council priorities and statutory functions in the first instance.
- 6.2 Budgets will be allocated to Legacy projects in accordance with Financial Regulations, either through the annual budget report, budget monitoring or separate specific reports to Cabinet and Council where appropriate.

7 Legal Implications

- 7.1 The Constitutional requirement for the Leader to present, before 21 February each financial year, a draft Budget and Performance Plan (known as the Gedling Plan) to the Cabinet for approval is met by this report.
- 7.2 The Gedling Legacy Plan 2026 - 2028 meets its obligations under the Equality Act 2010.
- 7.3 Legal issues arising from actions and projects that will be undertaken during the life of the plan will be identified as part of the service planning and project delivery process. It is the Council that will formally adopt the new Gedling Legacy Plan 2026 - 28.

8 Equalities Implications

- 8.1 In designing the plan, detailed data relating to the demographic composition of the borough has been considered, including the protected characteristics of local residents and of the Council's workforce.
- 8.2 An Equality Impact Assessment has been set out at Appendix B and shows no adverse impacts. Where changes are proposed to Council services as a result of the activities in the plan, separate Equality Impact Assessments will be undertaken prior to decisions being made.

9 Carbon Reduction/Environmental Sustainability Implications

- 9.1 The Council Plan has been subject to a Carbon Impact Assessment at Appendix C, which has concluded that there are no adverse impacts.

10 Appendices

10.1 Appendix A: Council Plan – Gedling’s Legacy Plan 2026 – 2028.

10.2 Appendix B: Equality Impact Assessment.

10.3 Appendix C: Carbon Impact Assessment.

11 Background Papers

11.1 None

12 Reasons for Recommendations

12.1 To ensure that the Council has a clear set of priorities to work to during its remaining two year life span.

12.2 To ensure clarity for Council officers and to embed accountability for delivery so that the Council achieves best value in the delivery of services.

Statutory Officer approval

Approved by:

Date:

On behalf of the Chief Financial Officer

Approved by:

Date:

On behalf of the Monitoring Officer