

Governance Control Framework

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

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

Customer Experience and Communities

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

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

Smarter Working

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

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

	Polling day, verification and counts were completed successfully	Completed
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Depot Modernisation

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

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

Gedling Growth

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

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

Leisure Transformation

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

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

