

# **Strategic Corporate Plan 2005/08 (incorporating Best Value Performance Plan)**

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**The Strategic Corporate Plan is available in larger print, on tape or in other formats on request – please telephone 0115 901 3809**

## **Introduction**

This is Gedling Borough Council's second formal Strategic Corporate Plan.

It rolls forward last year's Plan by a further year, setting out what we want to achieve for the Borough for the next three years and beyond.

In doing so, it outlines what are, and what are not, our priorities for the future, as we move towards our vision of a Borough that is "Healthy, Green, Safe and Clean".

It explains how we will go about securing these priorities, setting out corporate values that will govern the Council's day-to-day business.

The Strategic Corporate Plan sits at the apex of the Council's planning processes.

It is informed by, and informs the development of, service and theme specific plans and programmes throughout the Council. It also links with plans and strategies of partnerships and other agencies operating in the Borough. It fulfils the statutory requirement to produce a Best Value Performance Plan.

As a rolling plan, updated annually, the Strategic Corporate Plan is very much a "work in progress". This year, we have improved the Plan by including a wider range of outcome focused targets, consistent with commitments we made after our 2003 Comprehensive Performance Assessment improvement plan. These will help us better assess progress towards our vision. We will develop it further as other improvements we have committed to are delivered.

The Plan is primarily about the Council and its work, but recognises the increasing importance of working in partnership with other agencies. The Council is firmly committed to partnership working in order to deliver its priorities and the wider themes of the Gedling Partnership - the issues that matter most to local people. We will work with agencies in the public, private, community and voluntary sectors to deliver these goals. Our emergent partnership work with Rushcliffe BC and with Gedling Primary Care Trust is a key example of this in practice.

Gedling Borough Council is a "good" Council, as independently assessed by the Audit Commission. We believe that the Council can be an "excellent" Council and it remains our ambition to take it there.

The Strategic Corporate Plan sets out how we intend to achieve this.

Cllr Ivan Gollop  
Leader of the Council

Cllr Roland Spencer  
Deputy Leader of the Council

Peter Murdock  
Chief Executive

June 2005

## 1. About the Borough of Gedling

- The Borough was formed in 1974 from the former Urban Districts of Arnold and Carlton and part of the Basford Rural District.
- It takes its name from the ancient village of Gedling, mentioned in the Domesday survey of 1086 as Ghellinge.
- It covers an area of 46.3 square miles (120 sq km) at the heart of Nottinghamshire.
- The Borough is mainly residential, serving the Greater Nottingham conurbation, but with a broad industrial and commercial base including manufacturing, retailing, distribution and public services. Its industrial heritage based on textiles, coal and railways has now all but disappeared. There is a significant net employment outflow to neighbouring areas.
- Arnold and Carlton (including Gedling and Netherfield) are the main urban areas, adjoining the City of Nottingham. Over  $\frac{3}{4}$  of the Borough's population live here.
- 10 rural parishes stretch towards Sherwood Forest in the north and the River Trent to the south-east.
- Its population increased by 1.2% between 1991 and 2001 to 111,787. ONS predictions suggest population will fall by 6.9% between 2001 and 2011, but the number of households is predicted to increase by almost 6% over the same period, presenting significant service delivery challenges.
- The working age population, at 61%, is consistent with regional and national figures. Pensionable age population is slightly higher than average (19.6% vs. 18.6% regionally and 18.4% nationally) while 0-15 year old population is slightly lower than average.
- 3.8% of the population come from black and minority ethnic (BME) backgrounds. The BME population is spread throughout the Borough – there are no distinct geographical BME communities
- The Borough is relatively affluent overall, ranking 184 of 354<sup>1</sup> districts nationally on the Index of Multiple Deprivation 2004 (where 1 = most deprived), None of the Borough's 77 Super Output Areas (SOAs – these are sub-ward level divisions representing local neighbourhoods) fall within the 10% most deprived nationally, though three SOAs are amongst the most deprived 20% nationally.
- 81.2% of homes are owner-occupied, the highest figure in Nottinghamshire. This is well above regional and national averages. Less than 8.4% of the population now live in council-owned accommodation.

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<sup>1</sup> ODPM Indices of Multiple Deprivation – 2004

- Borough unemployment is consistently below regional and national averages, but rates between wards vary markedly. The current overall figure is 1.6% compared to 4.8% nationally, 2.1% for the East Midlands region and 2.3% for Nottinghamshire ( March 2005 figures). Average pay is low, compared with regional and national figures.
- Health inequality is an issue. Infant mortality is significantly higher than the regional or national average, whilst half of the Borough's wards have higher than expected hospital admissions for cancer under age 65 and almost 2/3 of wards have higher than expected cancer deaths. Two wards have recently been identified as having amongst the highest rates for teenage conception in Greater Nottingham.
- Recorded crime in the Borough is comparatively high and has been throughout the 1990s, though most recent trends are downwards. Fear of crime is also problematic and higher than absolute crime figures might justify.

## 2. About Gedling Borough Council

### The Roles of the Council

Gedling Borough Council is a shire district council.

It has two overarching roles, as a **Service Provider** and as a **Community Leader**.

As **service provider**, it ensures the provision of a wide range of services for the community. These services include: -

- Council Housing
- Local Planning
- Development Control
- Building Control
- Environmental Health
- Refuse Collection
- Street Cleaning
- Parks, Allotments, Cemeteries and Open Spaces
- Leisure Centres and Community Centre
- Council Tax and Housing Benefits
- Community Safety

*(Other local government services in the Borough, including Education, Social Services, Highways and Libraries are provided by Nottinghamshire County Council).*

As a **community leader**, the Council works with local communities to find out more about their aspirations and works with partners to help translate those aspirations to action.

The **Gedling Partnership**, the Borough's Local Strategic Partnership, is at the hub of these arrangements. This partnership brings together a wide range of statutory and non-statutory service providers and agencies working in the Borough, from the public, private and voluntary sectors. A number of other key partnerships fall within its remit.

The Partnership published the Borough's first Community Strategy in 2003. The Plan sets out priority themes for the Borough - these have recently been further refined and now closely mirror those of the Borough Council. The Partnership is now working on a revised Community Strategy, due for publication in Autumn 2005. .

**Support services** back up the Council's work as a service provider and community leader, also making sure the Council fulfils its legal responsibilities as a democratically elected local authority. These services include: -

- Finance
- Information Technology
- Legal and Administrative services

- Personnel Services
- Communications

Satisfaction with Council services is generally high, according to most recent research carried out in 2003.

### **The Borough's Councillors**

There are 50 Borough councillors, representing 22 wards.

Elections, of the whole Council, are held every four years – the most recent election was held in May 2003.

The current political balance of the Council is: -

- |                    |    |
|--------------------|----|
| • Conservative     | 21 |
| • Labour           | 21 |
| • Liberal Democrat | 7  |
| • Independent      | 1  |

No single party has overall control.

**The Cabinet** - The Council's decision making operates under a "Leader and Cabinet" model.

There are seven Cabinet members, each having responsibility for a "portfolio" of services and activities.

The current responsibilities of Cabinet members are: -

- Agenda 21, Crime and Community Development
- Development and Economic Regeneration
- Housing
- Direct and Property Services
- Leisure Services
- Finance
- E-Government and Member Services

Under current "no overall control", it has been agreed that leadership of the Council will alternate between the Labour and Conservative groups each year. Cabinet places are shared between the main political parties.

The Leader of the Council for 2005/06 is also the Agenda 21, Crime and Community Development portfolio holder.

Each month the Council publishes a Forward Plan of “key” decisions due to be taken by the Cabinet over the next four months. This Plan is available on the Council’s website and at Council Offices, and is published in the local press.

Cabinet meets twice each month on the first and third Thursday of each month.

**Committees and Council** - Decisions made by Cabinet members are scrutinised by three Scrutiny Committees. These committees cover: -

- Council Services
- Community and Quality of Life
- Resources and Management

The committees also have an important role in policy development and review (including progressing Best Value reviews) and in taking an overview of the wider work of the Council and of other public agencies working in the Borough.

A number of “traditional” committees continue, to which Council has delegated decision making responsibilities. These cover issues such as Planning, Licensing and Personnel matters

Full Council meets approximately every 8 weeks throughout the year. Its roles include consideration and approval of the Performance Plan and Budget and a range of other plans and strategies.

A separate Standards Committee has also been set up, with a brief to ensure that councillors comply with the Council’s Code of Conduct. There is also an Audit Sub-Committee, which oversees financial propriety.

Council, Cabinet and most committee meetings are held at the Civic Centre and all are open to the public.

## **Departmental and Management Structure**

Day to day management and operations are handled by the Council’s 711 employees (570 full time equivalent) @ 31 March 2005.

Senior managerial responsibility rests with a Chief Executive, a Deputy Chief Executive, seven Heads of Service and 1 Head of Unit.

These result from changes introduced over the past year to improve managerial efficiency. This has seen the deletion of one Director and one Head of Service post, leading to savings of £29,000 in 2005/06 annual ongoing savings of £110,500 thereafter.

### 3. Our Plans for Improvement

The Council is committed to continuous improvement. It has consistently set challenging improvement targets, and delivered a wide range of projects across the range of its services.

In 2003, the Council was inspected under the Audit Commission's Comprehensive Performance Assessment programme.

The Commission concluded that the Council is a "Good" Council. A full copy of the report is available on the Audit Commission website ([www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)).

The Commission confirmed the Council's strengths in front-line service delivery, achievement of improvement, performance management and investment.

It also identified key areas for further improvement around ambition (what are the Council's long term aims for the areas), prioritisation (what are the most urgent priorities the Council needs to address, and what are not priorities) and capacity (what skills does the Council have available to it to deliver against its priorities).

As a result, the Council developed an ambitious Corporate Improvement Plan, to address these issues, while maintaining and where possible further improving performance in areas of relative strength.

The Improvement Plan is built around 12 Improvement Themes

- Theme 1 – Develop a culture of corporate working and improve communications
- Theme 2 - Refine the Key Aims and Priorities of the Council, to include identification of non-priority issues
- Theme 3 – Develop the Council's community leadership role
- Theme 4 – Produce and implement a Corporate Plan, to include statement of long-term vision and ambition
- Theme 5 – Develop social inclusion and diversity strategy, to include an audit of deprivation
- Theme 6 – Review systems and processes for managing cross-cutting priorities
- Theme 7 – Develop and implement a programme of councillor training and development
- Theme 8 – Enhance the Scrutiny function
- Theme 9 – Complete and implement the Procurement Strategy
- Theme 10 – Develop more of an outcome focus
- Theme 11 – Establish a Learning Strategy
- Theme 12 – Develop plans to secure improvements in Benefits

The Improvement Plan includes a wide range of tasks, largely for delivery over the two to three years following the inspection.

During 2004/05, the first full year after the CPA Inspection, the Council agreed to prioritise improvement work around four programme areas, in discussion with the Audit Commission. Good progress has since been made in all four areas.



**a. Vision, Prioritisation and Medium-Term Financial Strategy**

- Revised vision and priorities were agreed in May 2004.
- The first Strategic Corporate Plan, translating the priorities into practical actions, was agreed in June 2004.
- The Plan includes an updated Medium-Term Financial Strategy, which has since been further revised to reflect changing circumstances.
- A Borough Profile has been completed, setting out key demographic, socio-economic and related measures for the Borough at super-output area level, effectively auditing deprivation. The Profiles have informed the identification of areas to be covered by neighbourhood focused “Area-Based Initiative” regeneration programmes from 2005/06 onwards, led by the Gedling Partnership.
- A wide range of outcome-focussed measures have been identified against which progress towards delivery of priorities can be assessed. Targets have been set in areas where baseline data is available – baseline data is being gathered for others to inform future target setting. These targets are featured later in this document and will also inform the revised Borough Community Strategy.
- The Council developed a new assessment mechanism to assess revenue and capital funded development bids against its new priorities. This mechanism was used to inform Budget and Service Plan development for 2005/06 and beyond, ensuring that decisions on use of resources fit with priorities.

**b. Internal Corporate Leadership and Communication**

- The Council appointed a Chief Executive and Deputy Chief Executive, to replace the previous three Director structure, to clarify managerial leadership.
- A new Employee Communication Strategy was agreed and an Action Plan developed to deliver it. This is now being implemented.
- The Council secured Investors in People accreditation in September 2004. Assessors were particularly positive about the Council’s employee communication activity.
- A summary version of the Strategic Corporate Plan was developed and circulated to every employee, clearly communicating the Council’s vision and revised priorities.
- An Employee Attitude Survey is being developed through an employee-driven working group. The survey is scheduled for Autumn 2005.

- Significant progress was made with the development of a Community Profile for the Borough.
- Further improvements were made to performance management, merging budget and service plan reporting and introducing exception reports (using “traffic light” style early warning systems) to inform member and management decision-making.
- Lead officers are making presentations to colleagues focusing on outcomes delivered through Improvement Tasks and sharing learning points.

**c. Planning Service Improvement**

- Significantly higher levels of performance were secured over the year, and performance has now returned to upper quartile levels.
- As a result, in the near future the Council expects no longer to be deemed a planning standards authority, which should significantly increase the amount of Planning Delivery Grant paid to the Council.
- A Best Value Inspection judged the service to be “fair” with “uncertain prospects for improvement”, though further improvements have since been set out and agreed in an Action Plan.

**d. Effective Member Training and Support**

- Responsibility for all member support services has been brought together under the Head of Legal and Democratic Services, bringing about clearer focus for these services.
- A new Member Training Plan has been developed and training is now being delivered and evaluated on an ongoing basis.
- A range of improvements have been made to enhance the scrutiny function.
- A Members Information Officer has been appointed to improve information flow to members.

**e. Other Improvements**

- A new set of “people values” have been agreed and introduced.
- Management competencies were developed and are being applied in Personal Development Reviews.
- Increased corporate capacity was introduced to develop the Council’s community leadership role and to progress priority themes.

- A Procurement Strategy was completed and agreed, with further training for senior officers.
- Innovative partnership approaches to joint service delivery are being explored with key strategic partners, including Rushcliffe BC and Gedling Primary Care Trust.
- The Council's work on leading a public-private-voluntary partnership to address anti-social behaviour and wider community issues on a local estate has been recognised as good practice by the New Local Government Network. This work is now underpinning approaches to future Area-Based Initiatives.

Further Improvement Tasks planned for delivery in 2005/06 include: -

- Expansion of Area-Based Initiative neighbourhood regeneration programmes.
- Further development of Community Profiles.
- Review of the Gedling Community Strategy.
- Establishment of a Learning Strategy.
- Expansion and delivery of partnership approaches to service delivery.
- Hosting an Employee Conference, to an agenda set by employees themselves, allowing employees to help define their role in taking the Council forward.

These Improvement Tasks have been incorporated in the Council's annual Budget and Service Planning process. Detailed project plans, setting out milestones and clear outcomes, have been drawn up for each project. Progress and delivery of outcomes is assessed through the Council's performance management framework.

The Council's plans for improvement in priority service areas are set out on the following pages, and a full list of our service improvement targets is set out in the performance indicator section (Appendix 2).

## **4. Priorities for the Borough**

The Council has consulted extensively in recent years to find out about community needs and aspirations, working with partner organisations to get a wider picture of Borough-wide needs.

Consistently, local people raise crime and community safety as their biggest concern.

Other issues regularly raised include concerns about the quality of the local environment and young people.

In 2002, the Council adopted a vision for the Borough to be

**“Healthy, Green, Safe and Clean”**

It promised that its mission would be to direct its own services and work with partners in order to move towards this vision.

In 2004, the Council further refined its priorities to target efforts more precisely at those activities where public expectation is highest and where current measures suggest improvement is most needed.

Those priorities are now to: -

- **Improve Community Safety**
- **Develop facilities, activities and a safe environment for children and young people**
- **Enhance the physical environment of the Borough**

The priorities align closely with shared national-local priorities, particularly as they relate to the work of district councils.

### **How the Council will address these Priorities**

These priorities steer the Council’s immediate future investment plans. Where appropriate, the Council will redirect resources away from other areas in order to support these priority areas.

The new assessment mechanism to assess revenue and capital funded development bids against priorities has been developed and deployed to ensure that decisions on use of resources fit with these priorities.

Progress towards the priorities will be measured through establishing benchmarks against agreed performance indicators for each priority theme where these do not already exist, and setting improvement targets over the lifetime of the Corporate Plan.. The targets will also form the basis on which the Council measures progress towards the Borough vision.

Performance indicators, baselines and targets for many of these outcomes have been developed over the past year as part of the Community Profile project. Details are set out later in this chapter. Indicators, baselines and targets for the remaining outcomes will be developed and included in future updates of the Strategic Corporate Plan.

More detailed plans and strategies in specific service areas, including plans addressing the priorities directly, will dovetail with this Corporate Plan.

The Council's annual Budget and Service Plans set out more detailed activities that contribute towards delivery of the priorities and the Council's wider statutory responsibilities, including details of how these are funded. Copies are available for reference at the Civic Centre, by contacting the Head of Finance.

### **Fit with other Priorities**

The Council will continue to work towards national, regional and sub-regional priorities and targets in key service areas. These include targets for "Decent Homes" and other Housing commitments, waste management and recycling, Council Tax collection and e-government.

It will also continue to work to secure Local Public Service Agreement targets in these and other service areas.

However, anything that is not stated here as a priority, and is not a national, regional or local priority to which the Council is committed, ***is no longer a priority for the Council.***

The priorities fit closely with the wider quality of life themes set out in the Gedling Community Plan, developed through the Gedling Partnership. They represent those areas where the Council feels it can make the most contribution to the Partnership's agenda.

## Improve Community Safety

### What we want to achieve

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Desired Outcome	Measure	Target
Reduced levels of recorded crime.	Recorded offences in the Borough per 1000 population	Reduce by 22.5% by March 2008
Reduced fear of crime	Residents who feel 'fairly safe' or 'very safe' when out in the Borough during the day and after dark	Increase percentage feeling safe during the day to 95% and after dark to 70%, both by March 2008.
Reduced anti-social behaviour	Incidents of anti-social behaviour reported to Police, Gedling Borough Council and other partners	Reduce by 20% by March 2008
Reduced levels of accidents	The number of road accident casualties per 1000 population	Not yet set – baseline to gather
	Number of Reported Accidents in the Workplace	Seek a reduction in the number of reported accidents in the workplace
Communities with the confidence to speak out and report concerns without fear and intimidation.	Incidents of Hate Crime	Increase the reporting of hate crime and domestic violence
		Reduce the level of Hate Crime by 15% by March 2008
	Incidents of domestic violence	Reduce the level of Domestic

Communities with the capacity to identify their needs and aspirations and contribute to the delivery of these.	Number of Voluntary and Community Organisations in the Borough Percentage of all respondents who are actively involved with at least one local community or voluntary organisation	Violence by 15% by March 2008 Increase number of people involved in community activity (baseline data to be gathered)
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## Recent achievements

Working closely with the Gedling Community Safety Partnership, over the past two years the Council has: -

- Seen a sustained reduction in recorded levels of high volume crime including domestic burglary and vehicle crimes.
- Provided additional funding for six additional Police Community Support Officers, over and above the six allocated to the Borough through Home Office funding.
- Seen its team of Neighbourhood Wardens awarded with the Warden Quality Standard from the Office of the Deputy Prime Minister.
- Been cited as an example of good practice by Office of the Deputy Prime Minister in "Tackling Anti-Social Behaviour in Mixed Tenure areas" and by the New Local Government Network for work in Honeywood Gardens area.
- Successfully reviewed the Borough's three-year Community Safety Strategy.
- Taken responsibility for Liquor Licensing in the Borough as set out in the Licensing Act.

## Future plans

During the next three years, the Council will work with partners to:

- Deliver the new three-year Community Safety Strategy for the Borough.
- Expand the Area-Based Initiatives programme for addressing crime and anti-social behaviour to cover other areas of the Borough, building on the success of the Honeywood Gardens scheme.
- Expand work on community profiles to explore links between levels of crime and anti-social behaviour and wider social cohesion issues.
- Introduce new arrangements for the regulation of Houses in Multiple Occupation as brought in by the Housing Act.
- Develop and agree a Compact with the voluntary and community sector in the Borough.

- Review the corporate Consultation Framework to reflect latest developments.

### **Related Plans and Strategies**

Gedling Community Safety Strategy 2005/08  
Gedling Licensing Strategy



## Develop facilities, activities and a safe environment for children and young people

### What we want to achieve

Desired Outcome	Measure	Target
Facilities and activities for young people that meet with their expressed needs and expectations.	Percentage of play areas meeting the minimum local standard of play area provision	Increase by 4% each year
	Satisfaction of Young People with Local Facilities and Activities	Increase level of satisfaction (baseline data to be gathered)
Participation by young people in organised activities and events.	Number of events/activities held for young people	Increase in rate of participation by young people (baseline data to be gathered)
	Number of young people taking part in these activities	(baseline data to be gathered)
Contribution to improvements in health of young people.	Rate of Young People admitted to hospital for accidents	Reduce rate of admissions - baseline to gather (PCT lead)
	Rate of Child Obesity	Reduce obesity rates - baseline to gather (PCT lead)
Reduced levels of reported crime and anti-social behaviour involving young people.	Number of Youth Offenders	Reduce the number of first time young offenders by by 20% by March 2008
		Reduce repeat offending by young people by 15% by March 2008
	Anti-social behaviour incidents	Reduce

	involving young people	incidents by 20% by March 2008
Reduced incidence of young people as victims of crime and anti-social behaviour.	Number of Young People as Victims of Crime	Reduce number of incidents - baseline to gather
Reduced fear of young people amongst older people, contributing to improved community cohesion.	Perception of problem with young people/teenagers 'hanging around'	Reduce from current level of 59%

## Recent achievements

Working closely with partners, over recent years the Council has: -

- Provided new facilities and activities for young people from various age groups throughout the Borough, including teenage "hang out" areas, multi-games areas and under 10s playgrounds, working in partnership with Parish Councils and developers where appropriate.
- Continued a programme of resurfacing and improvement of existing children's playgrounds, using the latest safety surfacing
- Completed an innovative review of services for young people, jointly between the Gedling Partnership and the Council's Community and Quality of Life Scrutiny Committee, including in-depth consultation with teenagers about their needs, and agreed an Action Plan, to be delivered through a newly formed Gedling Partnership Youth Action Group.
- Supported Nottinghamshire County Council with the development of a consultative Gedling Youth Forum.
- Introduced free football sessions for 11-16 year olds at Carlton Forum Leisure Centre.
- Developed a specially designed youth gym at Carlton Forum, and extended the gym and dance studio at Redhill Leisure Centre, Arnold to meet increasing demand.

## Future plans

During the next three years, the Council will work with partners to:

- Deliver the Action Plan developed from the joint review of services for young people in the Borough.
- Complete work on the SureStart development, providing a base for the programme at Killisick Community Centre.

- Work in partnership with local schools to develop shared youth facilities for general use outside school hours.
- Continue a programme of developing new facilities for young people at various locations across the Borough, and a phased improvement of existing facilities, working with young people and local residents on the design of facilities.
- Support Netherfield Forum with its plans to develop a youth facility at the former Methodist Church.
- Develop a Referral Policy for Children, offering a physical exercise route for tackling obesity in children, through targeted opportunities for children to participate in health and fitness related activity.

### **Related Plans and Strategies**

Gedling Leisure Strategy – currently under review  
Gedling Sports and Physical Activity Strategy  
Gedling Parks and Open Space Strategy  
Gedling Leisure and Community Facilities Strategy  
Gedling Arts Strategy  
Gedling Homelessness Strategy

## Enhance the physical environment of the Borough

### What we want to achieve

Desired Outcome	Measure	Target
A well designed and well maintained, aesthetically pleasing built environment.	<p>Percentage of residents feeling that:</p> <ul style="list-style-type: none"> <li>• Building design and quality</li> <li>• Landscaping and tree planting</li> <li>• Conservation of the historic environment</li> </ul> <p>Have improved in past three years</p> <p>Other measures to be developed</p>	<p>Increased percentage saying these had improved as assessed through annual surveys.</p>
A clean and tidy Borough, with low levels of littering and graffiti	<p>Proportion of streets assessed as heavily or significantly littered</p> <p>Percentage of residents satisfied with the cleanliness of streets</p>	<p>Reduce to 18% by March 2007</p> <p><b>NOTE – Should we have the 07/08 target here?</b></p> <p>Increase satisfaction levels, as assessed through annual surveys.</p>
Easily accessible local facilities, appropriate to the needs of local communities.	<p>Percentage of people that live within the recommended distance of defined local facilities</p> <p>Percentage of residents feeling that: -</p> <ul style="list-style-type: none"> <li>• Traffic congestion</li> <li>• Public transport</li> <li>• Shopping facilities</li> <li>• Sport and leisure facilities</li> <li>• Cultural facilities</li> </ul>	<p>Increase percentage – baseline and targets to be derived from Local Plan</p> <p>Increased percentage saying these had improved as assessed through annual surveys.</p>

Have improved in past three years

	Number of planning permissions on sites allocated within the local plan	Permission granted and work completed for all 3030 homes in Local Plan by 2011
High quality, accessible open space provision.	Percentage of residents satisfied with Parks and Open Spaces	Increase satisfaction levels, as assessed through annual surveys

### **Recent achievements**

Working closely with partners, over recent years the Council has: -

- Progressed a full review of the Local Plan for the Borough.
- Agreed a Town Centres Strategy to ensure the continued economic vitality of the Borough's main shopping areas
- Introduced a range of measures to reduce litter, flytipping and graffiti, including a "flying skip" service and a free graffiti removal service.
- Developed new policies requiring a minimum 10% open space in new housing developments of 0.4 hectares or more.
- Supported the transformation of the former colliery lagoons at Netherfield into a nature reserve.
- Supported development of the Greenwood Community Forest.

### **Future plans**

During the next three years, the Council will work with partners to:

- Put the new Local Plan into practice through delivery of the new Local Development Framework.
- Promote the development of the former Gedling Colliery site as a country park.
- Develop and deliver Action Plans to put the Town Centres Strategy into practice.
- Carry out a condition survey of private sector housing in the Borough to inform future investment and development strategies.
- Introduce new national arrangements for local planning services.
- Develop and implement a new car parking strategy for the Borough's shopping centre car parks.
- Carry out a condition survey of the Borough's private sector housing stock to target the future allocation of resources for improvements.

- Continue to support development of the Greenwood Community Forest.
- Achieve nature reserve status at the Netherfield Lagoons and Severn Trent Stoke Bardolph sites.
- Explore options for the redevelopment of the northern end of Arnold Town Centre.

### **Related Plans and Strategies**

Gedling Local Plan  
Gedling Local Development Framework  
Gedling Parks and Open Space Strategy  
Gedling Waste Management Strategy  
Gedling Housing Strategy

## Other Key Improvement Plans

The Council is fully committed to addressing national, regional and sub-regional priorities alongside its own priorities, and to delivering against national, regional and sub-regional targets. Often these will complement work on the Council's local priorities.

The Council is also committed to improving its support services to ensure that priority issues are addressed efficiently and effectively.

### What we want to achieve

Desired Outcome	Measure	Target
Continued Provision of Good Quality, Well Managed Social Rented Housing.	Percentage of council- owned homes not reaching the Decent Homes Standard	Less than 12% "non-decent" by March 2008.
	Increase satisfaction levels, as assessed through surveys Satisfaction of tenants with council housing	Increase satisfaction levels, as assessed through surveys
An Increase in the Proportion of Waste Recycled, Coupled With an Overall Reduction in the Amount of Waste Generated	Percentage of waste collected that is recycled	Increase to 29% by March 2008
	Kilograms of household waste collected per head of population	Reduce to no more than 400kg by March 2008
Local Authority Services that are More Accessible and Customer Friendly.	Percentage of services that can be provided electronically that are delivered in this way	100% by March 2008
	Percentage of Residents Satisfied With the Way the Council Operates/Manages Services -	Increase satisfaction levels, as assessed through annual surveys
Residents who are well informed about the	Percentage of Borough residents who feel well informed about the Council	Increase satisfaction

Council and its work and who participate in civic and community activity.

and its work

levels, as assessed through annual surveys

Record of who voluntarily engages with the Local Authority, and where they live

New measure – needs baseline to set targets

## Recent achievements

Working closely with partners, over recent years the Council has: -

- Supported improved working arrangements within the Gedling Partnership, to include refinement of priority themes and further development of performance management arrangements.
- Increased the proportion of waste recycled in the Borough, and reduced the tonnage of waste sent to landfill through the phased introduction of a “twin bin” kerbside collection service for recyclable materials, separate Borough-wide collection of garden waste for composting and a series of promotional campaigns.
- Developed a Racial Equality Scheme.
- Reduced potential for fraud in the Council Tax and Housing Benefit services through the introduction of Verification Framework compliant systems and procedures.
- Improved customer service at the Civic Centre through the introduction of a One Stop Shop reception facility.
- Secured accreditation under the Investors in People programme.
- Increased the proportion of transactions that can be delivered electronically.
- Made provision for the continuation of Council services in emergency situations through the development of a Business Continuity Plan.

## Future plans

During the next three years, the Council will work with partners to:

- Redesign service processes to bring about a more co-ordinated customer focus and improve the customer experience.
- Determine the future ownership and management of the Council’s Housing Stock.
- Introduce new and effective schemes aimed at Homelessness Prevention.
- Complete introduction of a “Twin Bin” refuse collection and recycling service, and other related waste management improvements, to progress towards national recycling targets.



- Improve delivery of the Benefits service through development and implementation of a new Benefits Strategy that ensures accurate and prompt payment to those in need.
- Review its Information Management systems to ensure a corporate approach to information storage and compliance with the Freedom of Information Act and related legislation.
- Deliver national e-government priorities.
- Review its Information and Communications Technology (ICT) strategy to provide clear direction for future ICT investment.
- Develop and deliver an Action Plan to reach Level 2 against national equalities standards in service provision.

### **Related Plans and Strategies**

Gedling Waste Management Strategy  
Gedling Housing Strategy  
Gedling e-government Strategy  
Gedling Race Equality Scheme  
Gedling Medium Term Financial Strategy  
Gedling Capital Strategy  
Annual Budget and Service Plans

## 5 Our Values

The Council's priorities set out what it wants to achieve over the next three years and beyond.

The way in which the Council goes about its business is also important and this is set out in the Council's Values.

The Council agreed a revised set of Values in 2004 after extensive consultation, themed around its three main roles.

All employees and members are expected to comply with these values.

Where appropriate, lead members and officers may take responsibility for ensuring that specific values are promoted.

### Our Values

As a **service provider**, we will: -

- Aspire to excellence in service delivery.
- Deliver our services in a sustainable way.
- Secure value-for-money through efficiency and effectiveness, and deliver continuous improvement.
- Demonstrate care and understanding in all our work.
- Ensure our services are accessible to all members of the community.

As a **community leader** we will: -

- Help local communities to articulate their aspirations for their area, and work with them and with partners to deliver them.
- Engage with communities to encourage and promote democratic and participative decision making.
- Promote equality and community cohesion.
- Be inclusive and listen to the views of local residents and stakeholders.
- Promote sustainability in the wider community.

As a **corporate body**, we will: -

- Promote good employment practice, positive employee relations and effective employee development.
- Manage change, and respond efficiently and effectively to new demands placed upon us.
- Work together as a single corporate entity.

- Ensure probity and high standards in the conduct of our business.
- Conduct our business openly and transparently, only restricting public access in exceptional circumstances.
- Be innovative and open to new ideas and ways of working.
- Seek out and develop partnerships with others to deliver services where it makes sense to do so.

## **6 Our approach to Equality**

The Council is committed to achieving equality of access to all of its services and equality in its employment policies and practices.

The Council already has in place a Race Equality Scheme to meet the requirements of the Race Relations (Amendment) Act.

It is now taking this work forward and reached Level 1 of the national Equality Standards for Local Government last year.

It aims to reach Level 2 during 2006, which will involve the development of a Corporate Equality Plan, an assessment of current practice and equality impact assessments for priority areas.

Corporate commitment and leadership in addressing equalities is integral within this plan and there are also specific areas of commitment and practice that can be emphasised.

The Council is committed to consulting with the community and will seek out and listen to the views of all, including minority groups.

The Council will review its services and seek improvements for all the community, with an overall aim of looking to improve equality of service delivery. It will make use of Equality Impact Assessments and work closely with other partner agencies in doing this.

As an employer, the Council complies with all legal requirements to eliminate discrimination. It carries out an extensive training programme to ensure all employees are aware of these and how to promote equality of opportunity. It monitors the make up of its workforce and seeks to identify ways in which it can improve recruitment, training and employment practices.

The Council has completed a council-wide job evaluation programme and has implemented the national "single status" agreement for local authority employees.

## 7. Our funding plans

As a multi-million pound service organisation, the Council provides services to nearly 2,400 businesses and more than 110,000 residents in over 48,000 households.

The total spend in providing these services is over £37 million . In addition to this, the Council collects £45 million on behalf of the County Council, Fire Authority and Police Authority. Over £17million is also awarded in Benefits in support of housing costs to approximately 7,000 low income families

Revenue and capital spending is targeted towards the Council's priorities. Detailed assessment processes are in place for capital funded projects and revenue developments to ensure "fit" with priorities. These processes have been further refined over the past year to reflect newly agreed priorities.

In addition from 2005/06 Central Government has set each Local Authority an efficiency target of 2.5% of net expenditure. In cash terms, this is equivalent to £360,000 for 2005/06 rising to £1,070,000 by 2007/08. Contained within the Council's current plans for 2005/06 are identified efficiency savings of £546,000 and these are already set to achieve over 90% of the third year target.

High level financial planning is delivered through medium-term financial planning over a five-year timeframe. The Medium-Term Financial Plan is updated at least twice a year.

The latest Plan is set out below.

### Medium Term Financial Strategy 2005/06 To 2007/08 High Level Summary

	2005/06 £	2006/07 £	2007/08 £
Total Projected Expenditure	12,025,800	12,325,300	12,432,000
Less: Amount from/to Balances	(219,100)	(86,100)	255,600
<b>Net Budget Requirement</b>	<b>11,806,700</b>	<b>12,239,200</b>	<b>12,687,600</b>

Expected balances at year end	1,271,700	1,185,700	1,441,300
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<b>Net Budget Requirement</b>	<b>11,806,700</b>	<b>12,239,200</b>	<b>12,687,600</b>
Less: Net External Support	7,014,200	7,189,500	7,369,300
Collection Fund Deficits	(2,200)	0	0
Required Council Tax yield	4,797,700	5,049,700	5,318,300

<b>Council Tax level</b>	<b>£127.36</b>	<b>£133.60</b>	<b>£140.15</b>
<b>Percentage increase</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.9%</b>

Full details of the Council's financial activities are included in its Annual Statement of Accounts, available from the Council Offices.

## 8. Our Performance Management arrangements

The Council has long recognised the importance of performance management and this is embedded in the Council's organisational culture.

The Council's performance management framework is based on good practice guidance from the Audit Commission. Key components include: -

- A clearly stated vision and priorities, developed in consultation with the community.
- A single, co-ordinated budget and service planning process, incorporating improvement planning and focused on delivery of Priorities.
- Full integration of statutory Best Value requirements in this corporate framework – for example target setting against national performance indicators, and incorporation of improvement tasks arising from Best Value reviews and inspections.
- Incorporation of Best Value principles and an improvement focus in day-to-day management.
- Robust target setting against national and local performance indicators, with local indicators developed to reflect the Council's key priorities.
- Standard format Project Plans with key milestones and outcome indicators for all key improvement tasks.
- A strong "outcome focus" to Improvement Tasks so that their impact and contribution towards delivery of priorities is systematically considered - this is particularly important in cross-cutting service areas.
- Monthly monitoring of progress against improvement tasks and performance indicators in departments, acting as an "early warning" system.
- Alignment of budget and performance management processes creating a single performance reporting framework.
- Formal quarterly reporting on an exception basis using a "traffic light" warning approach to senior managers, and to Cabinet and Scrutiny Committees, with the opportunity to take formal remedial action where needed.
- Sharing and cascading key performance information to employees and residents using appropriate media.

## **9. Consultation and feedback**

This three-year Corporate Plan will be further developed and updated on rolling basis each year.

The Council would welcome your views on the Plan, the Priorities included in it and on wider issues for the future.

Please write to

Head of Cabinet Office  
Gedling Borough Council  
Civic Centre  
Arnot Hill Park  
Arnold  
Nottingham  
NG5 6LU

Or email [cabinet.office@gedling.gov.uk](mailto:cabinet.office@gedling.gov.uk)

The Council also carries out a wide-ranging consultation programme on various service developments and wider issues each year.

Please take the opportunity to participate wherever you can.

## **Appendix 1**

### **Statement on Contracts**

The Council has not awarded any contracts in the past year which involve the transfer of staff. The Council is committed to, and will comply with, the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts in such instances.



## Appendix 2

### Performance Indicator results and targets

The tables on the following pages show the Council's results against national and local performance indicators for 2004/05, and set out its targets for these indicators where appropriate for the years 2005/06, 2006/07 and 2007/08. The table shows the "Direction of Travel" for each indicator for which a result is available for 2004/05 and 2003/04, comparing performance over the two years.

The tables also compare the Council's current performance with latest available national results from other Best Value authorities, at national and county level, and with authorities sharing similar characteristics ("family" authorities) across the country. Definitions of "family" authorities are set out below.

Explanations of significant variations between actual and targeted performance are included at the end of the tables.

This complies with the required content of Best Value Performance Plans for good and excellent authorities as set out in ODPM Circular 02/2004.

### "Family District" Definitions

"Nearest neighbour" or family districts were chosen for their similarity to the Borough of Gedling. Criteria used to measure similarity were: -

- Total population
- Population aged 0 to 17 (%)
- Population aged 75 to 84 (%)
- Population aged 85 plus (%)
- Enumeration District based Density
- Enumeration District Based Sparsity
- Taxbase per Head of Population
- % Unemployment
- % Daytime Net Inflow
- Restaurants per 1,000 Population
- Shops per 1,000 Population
- Housing Benefit Caseload (weighted)
- % of People born outside UK, Eire, EC, Old Commonwealth and USA
- % of Households with less than 4 rooms
- % of Households in purpose-built flats rented from Local Authority or Housing Association
- % of Persons in lower socio-economic classification
- Standard Morbidity Ratio for all persons
- Authorities with Coast Protection Expenditure
- Non-Domestic Rateable Value per Head of Population
- % of Properties in Bands A to D
- % of Properties in Bands E to H
- Area Cost Adjustment (Other Services Block)