

GEDLING
BOROUGH COUNCIL

Corporate Plan 2008/12

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Introduction

This is Gedling Borough Council's New Strategic Corporate Plan. It sets out our ambitions as a Council for the next 4 years and continues to underpin our vision of a Borough which is

“Healthy, Green, Safe and Clean”

The Borough Council has pledged that its mission will be to direct its own services and work with partners in order to make this vision a reality and in doing so honour our motto of “omnibus optimum”, or “the best for everyone”.

As a rolling plan, updated annually, the Strategic Corporate Plan is very much a ‘work in progress’. It shows our four main priorities for improvement, what we plan to do to achieve them and sets out the corporate values that will govern the council's day-to-day business. It also sets out our ambitious transformation programme, which will modernise the way in which we do business, make us more responsive and customer focussed, improve our work in neighbourhoods across the Borough and enhance our capacity to deliver on our priorities.

Our priorities closely match shared national and local priorities and we will continue to work towards these in key service areas. We are firmly committed to partnership working in order to deliver our priorities and the wider themes of the Gedling Partnership - the issues that matter most to local people. We work with agencies in the public, private, community and voluntary sectors to deliver these goals.

We are also committed to supporting delivery of the Nottinghamshire Local Area Agreement, as well as working with Greater Nottingham Partnership and partner authorities on the development of aligned and joint working across the Greater Nottingham Conurbation. We share with Nottingham City Council and other partners the ambition to make Nottingham one of Europe's leading cities, with all that means in terms of prosperity for the residents and businesses in the Borough. We will do everything we can, working with our partners across the conurbation, to achieve that end.

We achieved Investors in People in 2004, and were re-assessed during January 2007 when Level 2 was awarded. Staff work hard to deliver a high quality service and this provided external recognition of their efforts, as well as of the Council's commitment to its employees and workforce planning.

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 be recognised as one. The Strategic Corporate Plan forms part of our work to achieve this.

Add image and signature	Add image and signature
Councillor Roland Spencer Leader of the Council	Chief Executive Peter Murdock

1. The Borough of Gedling

Map

(add map image)

The Borough of Gedling is located immediately to the north east of Nottingham City and includes a substantial part of the Greater Nottingham conurbation.

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, bordering Sherwood Forest to the North, the River Trent to the South-East and the City of Nottingham to the South-West.

Over 79% of the Borough's 111,700 population live in the main towns of Arnold and Carlton (including Gedling and Netherfield). The remainder live in the 10 rural parishes of Newstead, Linby, Bestwood, Papplewick, Ravenshead, Calverton, Woodborough, Lambley, Burton Joyce and Stoke Bardolph. (The Borough's 11th parish, Colwick, covers an urban area). The entire Borough falls within the Greater Nottingham functional economic area.

Closer analysis of the Borough's population shows: -

- Whilst the borough's population between 1991 and 2001 showed a 1.2% increase, the most recent population prediction shows a projected reduction of -5.6% between 2000-2010.
- Working age population, at 61%, consistent with regional and national figures.
- A higher than average proportion of economically active residents compared with national and county levels. There is a significant net employment outflow from the Borough to the City of Nottingham and 90% of the Borough's total working population work in the conurbation, a key demonstration of the importance of the Greater Nottingham conurbation for the Borough's overall well-being.
- Low levels of unemployment – as at January 2008 the overall figure for the Borough was 1.7% compared to 2.1% nationally, reflecting a long-standing pattern of unemployment below regional and national levels. Ward rates vary considerably – figures for Daybrook and Killisick are 4.9% and 6.1% respectively.
- A total of 18.26% of the population had a limiting long term illness according to the 2001 Census.
- Gedling Borough has a lower percentage of those aged 0–29 compared to Nottinghamshire and England, while the proportion of those who are over 44 in Gedling Borough is higher than that for the county and England. The age group 65+ has increased by over 5% since 2001, while the number of 0-19 year olds has decreased by 3.79%.
- According to 2005 population estimates, 7.3% of the population are 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, it ranks at 208 of the 354 districts nationally (where 1 = most deprived) on the Index of Multiple Deprivation (IMD) – and its relative position is improving - in 2004 it ranked 197. At ward level, the 2007 IMD indicates that none of the Borough's wards fall within the 10% most deprived nationally, and that 13.6% fall within the 20% most deprived, an improvement on the 16.7% shown in 2004. There are pockets of more severe deprivation at sub-ward and super output area (SOA) levels, with some parts of the Borough falling within the most deprived 10% nationally against some deprivation criteria.

Home ownership, at over 81%, is the highest in Nottinghamshire and well above the regional and national average. Less than 8% of the population now live in council-owned accommodation. The recent Nottingham Housing Market Area Assessment suggests demand for social housing (affordable and rented) is likely to increase in the years ahead.

The Borough's industrial heritage is based on textiles and coal, but both industries have now all but disappeared. The Borough's current industrial and commercial base is broad, with manufacturing, retailing, distribution and public services all well represented.

Life expectancy at birth is 81.1 years for women and 77.8 years for men. This represents an improvement of 18 months for women and 3 years for men since 1991. However, there is a 5 year gap in life expectancy between the most and the least deprived areas.

Recorded crime in the Borough has consistently been comparatively high, reflecting a pattern throughout the Nottinghamshire Police force area, but levels have fallen recently. The Borough's proximity to the City of Nottingham, bordering some of the most deprived parts of the city, is also a factor. Fear of crime is also problematic and higher than absolute crime figures might justify – this is a county-wide problem, as evidenced in MORI-commissioned research.

Consultation consistently shows "quality-of life" type issues to be the priorities Borough residents want to see addressed and that local people expect the Council to use its influence to shape and improve services in the Borough led by other agencies. This illustrates clearly that local people see the Council as more than a direct service provider, with a wider representative and community leadership role that people expect it will use.

Further information about the Borough of Gedling is included in the latest "State of the Borough" report and in the Community Profiles area of the Council's website at www.gedling.gov.uk

2. About Gedling Borough Council

The Roles of the Council

Gedling Borough Council is a shire district council.

It has three overarching roles, to **provide services**, to **lead communities** and to **serve customers**.

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

- Local Planning
- Development Control
- Building Control
- Refuse Collection and recycling
- Street Cleaning
- Parks, Allotments, Cemeteries and open spaces
- Leisure Centres and Community Centres
- Concessionary Fares
- Housing Benefits
- Community Safety

(Other local government services in the borough, including education, social services, highways and libraries are provided by Nottinghamshire County Council).

In **Serving Customers** the Council will endeavour to be knowledgeable, attentive, understanding and provide effective communication.

As a **Community Leader**, the Council will champion the interests of Gedling and work with local communities and partners to identify and respond to local needs and priorities.

The **Gedling Partnership**, the Local Strategic Partnership, is the hub of these arrangements bringing together a wide range of 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 is putting together a new Sustainable Community Strategy, to be published in autumn 2008. This will continue from the current Strategy running from 2003 to 2008. The new Strategy will shape future annual updates of the Corporate Plan.

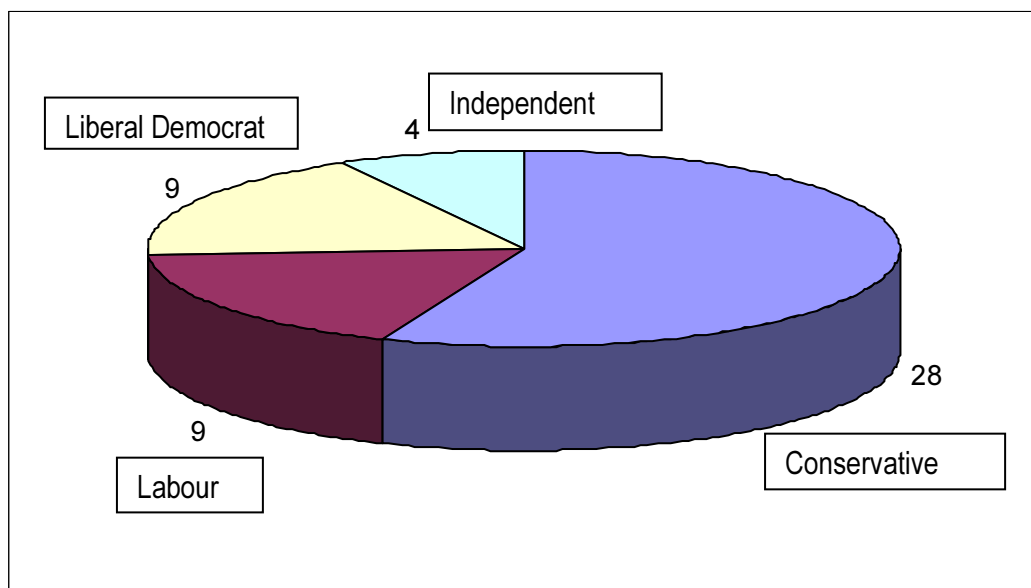
Add lsp structure diagram from current GBC plan

Borough 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 2007.

The current political balance of the Council is:



The Cabinet

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

There are seven Cabinet members, each having responsibility for a 'portfolio' of services and activities. Each member of the Cabinet can make decisions within their area of responsibility in accordance with the delegated authority given to them.

The current responsibilities of Cabinet members are:-

- Finance and IT
- Leisure and Youth
- Development and Economic Regeneration
- Direct Services and Property
- Safe and Sustainable Neighbourhoods
- Housing and Health
- Customer Services and Efficiency

All Portfolio holders are from the controlling Conservative group. The Leader of the Council is also Finance and IT portfolio holder.

The Leader of the Council has appointed three “backbench” members, one of them a member of the Independent Group, to advise and assist the Cabinet on Regional Issues, Parish Council liaison and Communities and Youth Engagement. In addition, each of the opposition groups is permitted to appoint one of its members to sit on Cabinet with “observer” status, able to speak and participate in all discussions, but not vote.

Committees and Council

Two **Scrutiny Committees** replaced the previous 3-committee model in 2007. **Policy Review Scrutiny Committee** have an important role in policy development review and also review decisions made by Cabinet members. The **Performance Review Scrutiny Committee** takes an active role in monitoring the performance of the Council.

A number of ‘traditional’ committees continue, to which the 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 Budget/Service Plan and a range of other plans and strategies.

A separate **Standards Committee** ensures 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 674 employees (529 full time equivalent as at January 2008).

Senior managerial responsibility rests with a Chief Executive, a Deputy Chief Executive and eight Heads of Service.

management structure diagram - updated

3. Key achievements 2004-08

The Council was one of a handful of district authorities nationally that took part during 2006 in the Audit Commission's pilot of a new approach to Comprehensive Performance Assessment for district councils, showing ongoing commitment to continuous improvement. It has consistently set challenging improvement targets, and delivered a wide range of projects across the range of its services. Progress against Best Value Performance Indicators up until their withdrawal at the end of March 2008 was published annually to meet with the Council's legal requirements. A Corporate Annual Report, in place since 2007, will continue to report the Council's performance against National and Local Indicators.

Priority – Improve Community Safety

The key outcome measure for this priority is recorded crime, which is down by 10.6% since 2003/04. The Council and its partners have continued to work to secure the 22.5% reduction target against British Crime Survey comparator crimes by March 2008. Latest trends show a reduction and the Borough is the second best performing area when compared with its "most similar family grouping" of authorities for violent crime.

Incidents of reported anti-social behaviour have also fallen across the Borough. New Police recording techniques mean that comparisons are only possible from 1 April 2006, but these show a 10% reduction to March 2008, compared with 2006/07.

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

Recent achievements include substantially increased use of the Council's leisure facilities by young people. Through the Gedling Partnership, a new "drop-in" facility has been provided for young people in Arnot Hill Park, providing advice and a range of youth-related services. Three play areas on primary school sites and two youth facilities on secondary school sites have been developed recently, designed in partnership with local youngsters. These are available to the schools during the day and public outside school hours. Young Person's Positive Moves, an exercise referral programme, has been developed in partnership with Nottinghamshire County Teaching Primary Care Trust. Tailor made for young people aged 8-16 with a condition that can be helped by increasing their physical activity, 100 young people have benefited from the scheme since it began in September 2006.

Priority - Enhance the physical environment of the Borough

The Council is now the best performing authority in the East Midlands for the collection of dry recyclates and one of the top 10 Councils in the country for this measure. Levels of unacceptable littering, as measured by Best Value Performance Indicator 199a, have improved by 74% from 23% in 2003/4 to just 6% in 2006/7.

Other key achievements include continued overall waste reduction and a full roll-out of a "twin bin" across the Borough. More recently, the Council has re-introduced weekly collections of non-recyclable waste in summer months in response to residents' health concerns, implemented successfully without impacting adversely on recycling rates.

The council has achieved a Green Flag Award at Arnot Hill Park following £1m investment from the Heritage Lottery Fund and has appointed two Park Rangers for the park (one with

lottery funding for 3 years) with roles including education, publicity, security and sustainability.

Actions and initiatives to improve the environment on a wider basis include agreement of a new Local Plan in 2005, support for the transformation of the former colliery lagoons at Netherfield into a nature reserve and support for the development of part of the former Gedling Colliery site as a country park.

The Council won best performer category for the transport operations and vehicle maintenance service, and were also finalists in two further categories (best performer for street cleansing and most improved for refuse collection) at the 2007 Association of Public Service Excellence Awards (APSE), recognising the quality and efficiency of the Council's fleet maintenance service.

Other priority issues

The Council has made progress with the continued provision of **good quality, well-managed social rented housing**.

The percentage of urgent repairs completed within Government time limits has improved from 97.89% in April 2007 to 99.07% by December 2007 after changes to contract arrangements. The target for non-decent homes at 31 March 2008 has been secured and rent collection levels remain good.

The Council has recognised that it is unable to provide the long-term investment necessary to deliver tenants' wishes so it is pursuing Large Scale Voluntary Transfer of its housing stock, which will bring £41.9m of private sector and government money into the Borough to be invested in the improvement of the housing stock in the first 5 years after the stock transfer. This will bring the housing stock up to the Gedling Tenants' Standard (the standard tenants have said they want to see). There will also be an investment of £122.8m over the full 32 years of the planned repairs and improvement programme.

Significant improvements have been made to make services **more accessible and customer friendly**. These include introduction of the One-Stop Shop facility at the Civic Centre, to enable members of the public to access information from one point (with a contact point for Nottinghamshire County Council); significant expansion in services available on-line; a big increase in the percentage of Council buildings accessible to people with disabilities from 42.5% in 2003/04 to 78% in 2006/07 and, most recently, embedding the facility for call back in the Council's new telephone system.

To keep **residents well informed**, sustained and significant improvements have been made to communication in recent years – the percentage of residents feeling well informed about the Council and its work rose by 20% from 2001-2005, following a Best Value inspection and delivery of an agreed improvement plan. Latest tracker survey results (2007) show 61% feel the Council keeps them well informed.

Value for money

The Council's 2007 Annual Inspection Letter from the Audit Commission noted continued improvement in Value for Money along with improved service quality.

In the 2007 Audit Commission Use of Resources Assessment the Council scored an overall 3 out of 4 for the third consecutive year, against the progressively harder test. Scores for individual categories were all no lower than 3, showing improvement from 2006 and demonstrating continued good resource management and a sound financial position.

What do residents think about the Council?

Overall, the Council continues to provide high levels of performance. For 2006/07 84.5% performance indicators equalled the national average or were in the national top quartile.

In 2007 the Satisfaction Survey results showed:

How the Council Runs Things – 67% said they were satisfied with how Gedling operates, higher than in 2006 and above the average level for Nottinghamshire district councils. In the most recent national survey (2006), Gedling's performance placed it in the top 20 district Councils nationally.

Value for Money - 57% of residents felt that Gedling Borough Council provided services that were value for money– well above the average level in Nottinghamshire District Councils.

Communication - 61% said they felt Gedling Borough Council kept them well informed about the services, again well above the average of 48% within Nottinghamshire district councils.

Gedling Borough as a place to live - 74% said they were satisfied with their local area as a place to live – above the Nottinghamshire district average.

Partnership Working

Innovative and effective partnership approaches to service delivery have been entered into. These include:

- **Strategic Contract Partnering agreement** for gas, responsive repairs and planned maintenance for social housing securing savings of £87,690 during 2006/07.
- Partnership entered with Broxtowe and Rushcliffe to tackle **homelessness**.
- **Shared Procurement Officer and Planning Officer** have been appointed on a joint basis with Rushcliffe Borough Council.
- **Information Technology Disaster Recovery Plan** has been agreed in partnership with Newark and Sherwood, Mansfield District and Broxtowe Borough Council. This represents a considerable saving.
- **Joint procurement of refuse vehicles** with other Nottinghamshire Authorities secured savings and introduced safer and greener refuse collection vehicles.
- **Gedling's Building Control Manager** also manages Newark and Sherwood District

Building Control Section to improve efficiency and as a precursor to a proposed full merger of the two sections.

- **Joint Procurement of Private Sector Stock Condition Survey** - Commissioned jointly by the Council with other Nottinghamshire conurbation authorities, securing a financial saving of £11,700.
- **Concessionary Fares** - Working with partners across the County to significantly enhance the offer to older and disabled residents under the concessionary fares scheme.
- **Changing Lifestyles** – Provision of a range of physical activity opportunities for young people, in partnership with the Nottinghamshire Training Primary Care Trust, meeting their health needs.

4. National, Regional and Sub-Regional Influences

National Pressures

A number of shared priorities have been agreed between local authorities and Central Government to focus improvements in public services. These are:-

- Improving the quality of life of children, young people, families at risk and older people
- Raising standards across our schools
- Creating safer and stronger communities
- Meeting transport needs more effectively
- Transforming our local environment
- Promoting the economic vitality of localities
- Promoting healthier communities by targeting key local services, such as health and housing

These are reflected most recently in a range of new policy proposals, in Housing, Planning, Environmental and Neighbourhood Areas.

Regional Influences

The **Regional Spatial Strategy** for the East Midlands is likely to have a large impact on the Borough. This strategy has influenced the Local Development Framework and will provide guidance on the approach to development in the region up to 2026. Gedling will work closely with local partners to ensure development is undertaken in the most effective way. The Council will also work closely with local communities to ensure they are able to participate effectively in the preparation of all stages of the Local Development Framework and to ensure that their concerns are taken into account.

A single Regional Strategy is being worked towards and proposals have been made to move towards sub-regional management of Economic Regeneration issues.

Sub Regional Influences

Nottinghamshire Local Area Agreement

The Nottinghamshire Partnership has agreed priorities around which the Nottinghamshire Local Area Agreement is to be negotiated. These are:-

- Promote a Viable Economy
- Improve educational attainment and skill levels
- Improve community cohesion and participation
- Reduce crime and fear of crime
- Tackle smoking and alcohol misuse
- Improve emotional well-being
- Tackle rising obesity

- Reduce health inequalities
- Improve quality of life for vulnerable people
- Promote environmental sustainability
- Improve road safety

Gedling Borough Council is committed to the Nottinghamshire Local Area Agreement and will work with the Gedling Partnership and in its own right to contribute to its successful delivery.

Greater Nottingham partnership working

Gedling Borough Council fully recognises the Borough's position as part of the Greater Nottingham Functional Economic Area. It strongly supports Nottingham's position as a Core City of which the Borough is an integral part.

The Council is working with conurbation partners to:-

- Agree and progress a vision for Greater Nottingham
- Align key development plans, including Local Development Framework Core Strategies and Housing Strategies
- Promote the continued economic vitality of Greater Nottingham
- Explore improved coordination of community safety activity

The Council is also working with conurbation partners to develop suitably robust governance arrangements through which these initiatives can be progressed.

The Gedling Sustainable Community Strategy

The current Gedling Community Strategy, developed through the Gedling Partnership, sets out a vision for the Borough.

The strategy sets out five priority themes:-

- Building social capital and pride in the local area
- Action for youth
- Tackling health inequalities
- A safer community
- A better local environment

The Council's organisational vision makes clear the pre-eminence of the Sustainable Community Strategy as the overarching strategic plan for the Borough, and strengthens the Council's key role in developing the Strategy and ensuring its delivery.

The Gedling Partnership is reviewing the current Community Strategy, and a new Sustainable Community Strategy is due for adoption before the end of 2008.

This Strategic Corporate Plan defines how the Borough Council will enable delivery of the Community Strategy over the next four years, as well as managing delivery of that Strategy.

Other External Issues

The role of Local Government was reviewed by Central Government in the Local Government White Paper (published October 2006) and included recommendations that:-

- Councils should be more effective and take co-ordinated steps to inform and consult citizens and communities about local services and to involve them more in the design and delivery of those services.
- Systems and processes should be in place to provide reliable “intelligence” about people’s needs and views.
- The role of ward members and scrutiny committees should be enhanced.
- Joint and collaborative working between councils is required; sharing services and competition in the provision of local authority services will continue.
- Councils are required to achieve ambitious efficiency gains as part of the government’s 2007 Comprehensive Spending Review.
- Councils should become more strategic in their approach to service delivery and to adopt a “commissioning” rather than a “delivery” role.
- A Sustainable Community Strategy agreed by the Local Strategic Partnership will shape services and guide the council’s plans.

Gedling Borough Council will continue to work towards these national, regional and sub-regional priorities and targets in key service areas, and will work with other organisations and the community to ensure improvements are achieved in areas outside its direct control.

5.How will the Council meet these challenges?

Transformation Programme

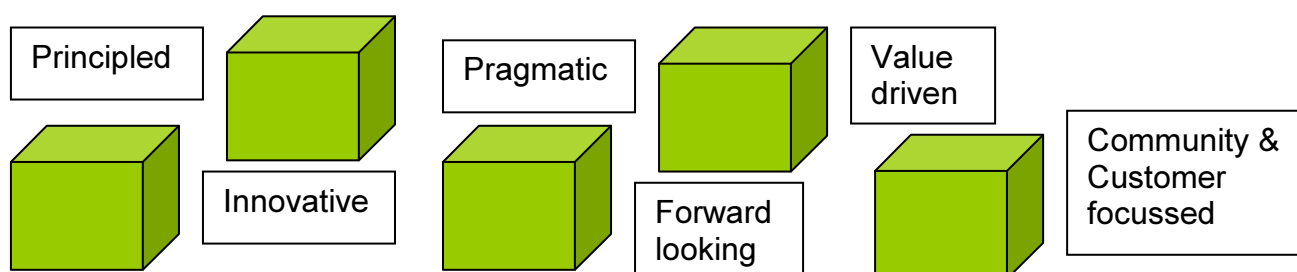
At the end of 2006 the Council adopted a new vision as a modern, customer focused organisation, putting customer satisfaction and the promotion of local democracy at the heart of what it does. This is underpinned by an ambitious programme to transform the way in which the Council operates, enhancing strategic planning, customer services and neighbourhood working capacity and making the Council an even more efficient and effective organisation than it is already recognised to be by the Audit Commission.

The Gedling Transformation Programme is planned to be completed at the end of 2009 and will change fundamentally how some services are provided to ensure the Council continues to provide a high quality service to reflect and support the changing needs of the local community.

The transformation will turn the Council into an organisation which :

- Has a clear customer focus and willingness to design services around the needs of the customer, rather than the presumed needs of the organisation.
- Is a strategic planning and commissioning organisation, procuring service delivery in whatever way will reflect the best interests of the Borough and the customer and also deliver best value.
- Has a positive approach to community engagement and communications in order effectively to develop community aspirations.
- Is willing to work in partnership with other organisations - whether in the public or private sector - in order to secure the delivery of services that are of the right quality and at the right price.

And an organisation which is:-



Our Values

The Council's Vision defined the roles and the culture of the future Council.

Our overarching roles of providing services, leading the community and dealing with customers all require the Council to operate effectively as a corporate body and employer. The following are the values to which we aspire in going about these tasks:-

In **Providing Services** we will deliver:

- § Value
- § Quality
- § Sustainability
- § Reliability

In acting as **Community Leader** we will seek to ensure:-

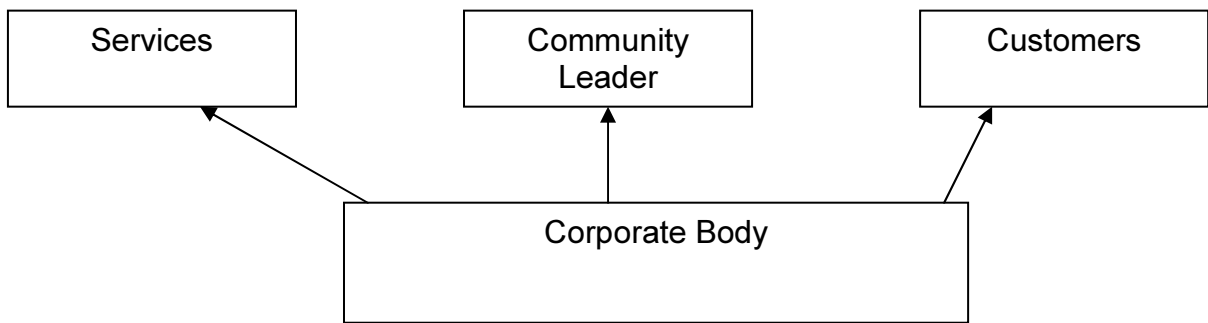
- § Engagement
- § Inclusion
- § Equality
- § Accountability

In **Dealing with Customers** we will be:-

- § Knowledgeable
- § Attentive
- § Understanding
- § Good communicators

In acting as a **Corporate Body** we will be:

- § Efficient
- § Flexible
- § Imaginative
- § Co-ordinated



The Council recognises its main functions in the future as being:-

- Community leadership and management of democratic and community matters.
- Managing the customer interface, including visitors to the One Stop Shop, internet customers and telephone enquiries.
- Strategic policy, communications and performance.
- Service commissioning and procurement.
- Regulatory, enforcement and public protection services.
- Central support services and management of business processes.

6. Strategic Corporate Improvement Priorities

In extensive consultation, local people have consistently raised 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 its mission for the Borough to be

“Healthy, Green, Safe and Clean”

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

Over time priorities identified to achieve this mission have been refined and in August 2007 Cabinet refreshed the priorities.

From 1 April 2008 these priorities are:-

1. A high quality local environment

Outcomes

- A vibrant local economy
- Mixed and balanced housing for the community reflecting the Borough's needs
- Clean and tidy streets
- Attractive, well maintained and well used parks and open spaces
- A sustainable local environment

2. A safer community

Outcomes

- Low levels of crime and anti-social behaviour
- A safe and secure community
- A cohesive community

3. Good health for everyone

Outcomes

- An active community
- A healthy community
- Good quality of life for older people

4. A good start in life for children and young people

Outcomes

- Every child and young person in the Borough to
 - Be healthy
 - Stay safe
 - Enjoy and achieve
 - Make a positive contribution
 - Achieve economic well-being

5. Gedling Transformation Programme

Outcomes	Improved customer experience of dealing with the Council Enhanced engagement by the Council with local communities and neighbourhoods Increased efficiency in the internal workings of the Council Greater effectiveness and efficiency in the delivery of services
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These priorities will be addressed throughout the Council's work, as expressed in the annual Budget and Service Plans.

At a strategic level, they are expressed in the Council's four year Strategic Action Plan.

7. Strategic Action Plan

Strategic Projects	Community Strategy Priority	Corporate Priority	Project outcome	Priority outcomes addressed	Lead	Timescale
<p><i>Deliver Gedling Transformation Programme</i></p> <p>The Council has determined how to address the programme Our influence is therefore HIGH</p>		Transformation programme principles	To improve customer service, deliver efficiencies and streamline corporate administration including establishment of Corporate Contact Centre.	<ul style="list-style-type: none"> Improved customer experience of dealing with the Council Enhanced engagement by the Council with local communities and neighbourhoods Increased efficiency in the internal workings of the Council Greater effectiveness and efficiency in the delivery of services 	Deputy Chief Executive	Programme completed by end 2009
<p><i>Improve and deliver neighbourhood working</i></p> <p>The Council will work in partnership with others to formulate and deliver initiatives to achieve this.</p> <p>Our influence is therefore MEDIUM</p>	<p>Building Social Capital and Pride in the Local Area</p> <p>Safer Community</p> <p>Tackling Health Inequality</p> <p>Action for Youth</p>	<p>Safer Community</p> <p>Good health for all</p> <p>Good start in life for children and young people</p> <p>Transformation programme principles</p>	To establish the facility to support cohesive and empowered communities and to facilitate the delivery of responsive council services	<ul style="list-style-type: none"> Vibrant local economy Clean and tidy streets Sustainable local environment Safe and Secure Community Cohesive community Good start for Children and Young People – all outcomes Low levels of crime and antisocial behaviour Enhanced engagement by the Council with local communities and neighbourhoods 	Head of Democratic and Community Services	2010

Strategic Projects	Community Strategy Priority	Corporate Priority	Project outcome	Priority outcomes addressed	Lead	Timescale
<p><i>Develop and agree Local Development Framework Core Strategy</i></p> <p>The Council will work in partnership with others to formulate the strategy. Our influence is therefore HIGH</p>	<p>Better Local Environment</p> <p>Safer Community</p>	<p>High quality local environment</p> <p>Safer Community</p>	<p>Clear strategy to direct future spatial development of the Borough that ensures that the Borough secures development it wants, where it wants it, consistent with the Sustainable Community Strategy.</p>	<ul style="list-style-type: none"> • Vibrant local economy • Mixed and balanced housing • Sustainable local environment • Safe and Secure community • Active Community 	<p>Head of Strategy and Performance</p>	<p>2010</p>
<p><i>Develop former Gedling Colliery for new housing, with schooling and other community facilities, industry and employment</i></p> <p>The Council will work in partnership with others to formulate and deliver initiatives to achieve this.</p> <p>Our influence is therefore MEDIUM</p>	<p>Better local environment</p> <p>Safer Community</p>	<p>High quality local environment</p> <p>Safer Community</p>	<p>Development Brief to steer strategic development of the site. Site developed sustainably and in line with Local Plan and related requirements</p>	<ul style="list-style-type: none"> • Vibrant local economy • Mixed and balanced housing for the community reflecting the Borough's needs • Sustainable local environment • Safe and Secure Community 	<p>Head of Planning and Environment</p>	<p>2013</p>

Strategic Projects	Community Strategy Priority	Corporate Priority	Project outcome	Priority outcomes addressed	Lead	Timescale
<p><i>Develop and progress implementation of Arnold Town Centre Master Plan</i></p> <p>The Council will work in partnership with others to formulate and deliver initiatives to achieve this.</p> <p>Our influence is therefore MEDIUM</p>	<p>Better local environment</p> <p>Safer Community</p>	<p>High quality local environment</p> <p>Safer Community</p>	<p>Facilitate the regeneration of Arnold Town Centre</p>	<ul style="list-style-type: none"> • Vibrant local economy • Sustainable local environment • Low levels of crime and anti-social behaviour 	<p>Deputy Chief Executive</p>	<p>Post 2012</p>
<p><i>Support development of Nottingham as a Core City, to include support for delivery of future Greater Nottingham Vision</i></p> <p>The Council will deliver improvements through partnership working, however a range of partners have varying views on these issues.</p> <p>Our influence is therefore LOW</p>	<p>Building Social Capital and Pride in the Local Area</p> <p>Safer Community</p> <p>Tackling Health Inequality</p> <p>Action for Youth</p> <p>Better local environment</p>	<p>High quality local environment</p> <p>Safer Community</p> <p>Good health for all</p> <p>Good start in life for children and young people</p>	<p>To contribute to economic, social and environmental vitality of Greater Nottingham overall, while ensuring specific needs of the Borough are addressed</p>	<ul style="list-style-type: none"> • Vibrant local economy • Mixed and balanced housing for the community reflecting the Borough's needs • Sustainable local environment • Safe and Secure Community • An active community • A healthy community • A good start in life for children and young people 	<p>Chief Executive</p>	<p>Throughout plan period</p>

Strategic Projects	Community Strategy Priority	Corporate Priority	Project outcome	Priority outcomes addressed	Lead	Timescale
<p><i>Work with partners to develop and deliver South Nottinghamshire Community Safety Strategy</i></p> <p>The Council will work in partnership with others to formulate and deliver initiatives to achieve this.</p> <p>Our influence is therefore MEDIUM</p>	<p>Building Social Capital and Pride in the Local Area</p> <p>Safer Community</p> <p>Action for Youth</p>	<p>Safer Community</p> <p>Good start in life for children and young people</p>	<p>More efficient and effective partnership working to reduce crime and the fear of crime</p>	<ul style="list-style-type: none"> • Low levels of crime and anti-social behaviour • Safe and Secure Community • A cohesive community • Every child and young person to stay safe 	<p>Head of Democratic and Community Services</p>	<p>Throughout the plan period</p>
<p><i>Work with our partners to deliver the Changing Lifestyles Strategy</i></p> <p>The Council will work in partnership with others to formulate and deliver initiatives to achieve this.</p> <p>Our influence is therefore MEDIUM</p>	<p>Tackling Health Inequality</p> <p>Action for Youth</p>	<p>Good health for everyone</p> <p>Good start in life for children and young people</p>	<p>Provision of a range of physical activity opportunities for all people meeting their health needs that increases take up of physical activity that contributes to health improvement.</p>	<ul style="list-style-type: none"> • Every child and young person to:- <ul style="list-style-type: none"> ○ Be healthy ○ Stay safe ○ Enjoy and achieve ○ Make a positive contribution • An active community • A healthy community • Good quality of life for older people • Healthy schools • Reduce barriers to participation 	<p>Head of Leisure Services</p>	<p>Throughout the plan period</p>

Strategic Projects	Community Strategy Priority	Corporate Priority	Project outcome	Priority outcomes addressed	Lead	Timescale
<p><i>Review and agree procurement for future management of Borough Leisure Centres</i></p> <p>The Council has determined how to address the programme</p> <p>Our influence is therefore HIGH</p>		Transformation programme principles	A range of options for consideration for the future management of the Borough's leisure facilities with the recommendation for the best way of delivering leisure services to the community	<ul style="list-style-type: none"> • Improved customer experience of dealing with the Council • Greater effectiveness and efficiency in the delivery of services 	Head of Leisure Services	Review by March 2009
<p><i>Deliver programme of activities to reduce the Borough Council's carbon footprint</i></p> <p>The Council will work in partnership with others to formulate and deliver initiatives to achieve this. Our influence is therefore HIGH</p>	<p>Tackling Health Inequality</p> <p>Action for Youth</p> <p>Better local environment</p>	<p>High quality local environment</p> <p>Good health for all</p> <p>Good start in life for children and young people</p>	Reduced carbon footprint for the Borough Council, continuing to reduce carbon footprint for the Borough overall	<ul style="list-style-type: none"> • Sustainable local environment • Good quality of life for older people • A healthy community • Every child and young person to:- <ul style="list-style-type: none"> ○ Be healthy ○ Stay safe 	Head of Planning and Environment	2011 (Linked to LAA)
<p><i>Joint Refuse Collection with other Nottinghamshire Authorities</i></p> <p>The Council has determined how to address the programme</p> <p>Our influence is therefore MEDIUM</p>	Better local environment	High quality local environment	Implement efficient refuse collection rounds working closely with neighbouring authorities to maximise savings	<ul style="list-style-type: none"> • Increased efficiency in the internal workings of the Council • Greater effectiveness and efficiency in the delivery of services 	Head of Direct Services	October 2009

Strategic Targets

We will also measure progress towards priorities by using a selection of outcome based National and Local Performance Indicators.

Gedling Borough Council targets will be set against a range of National Indicators and Local Performance Indicators including:-

Level of influence	Indicator
High	NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer
Medium	NI 155 Number of affordable homes delivered (gross)
High	NI 156 Number of households living in temporary accommodation
High	NI 157 Processing of planning applications
High	NI 180 The number of changes of circumstances which affect customers' Housing Benefit/Council Tax Benefit entitlement within the year
High	NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
Medium	NI 182 Satisfaction of business with local authority regulation services
High	NI 185 CO ₂ reduction from local authority operations
Medium	NI 191 Residual household waste per household
High	NI 195 a-d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)

We will also work with and contribute to district level targets for indicators in the Nottinghamshire Local Area Agreement, likely to include:-

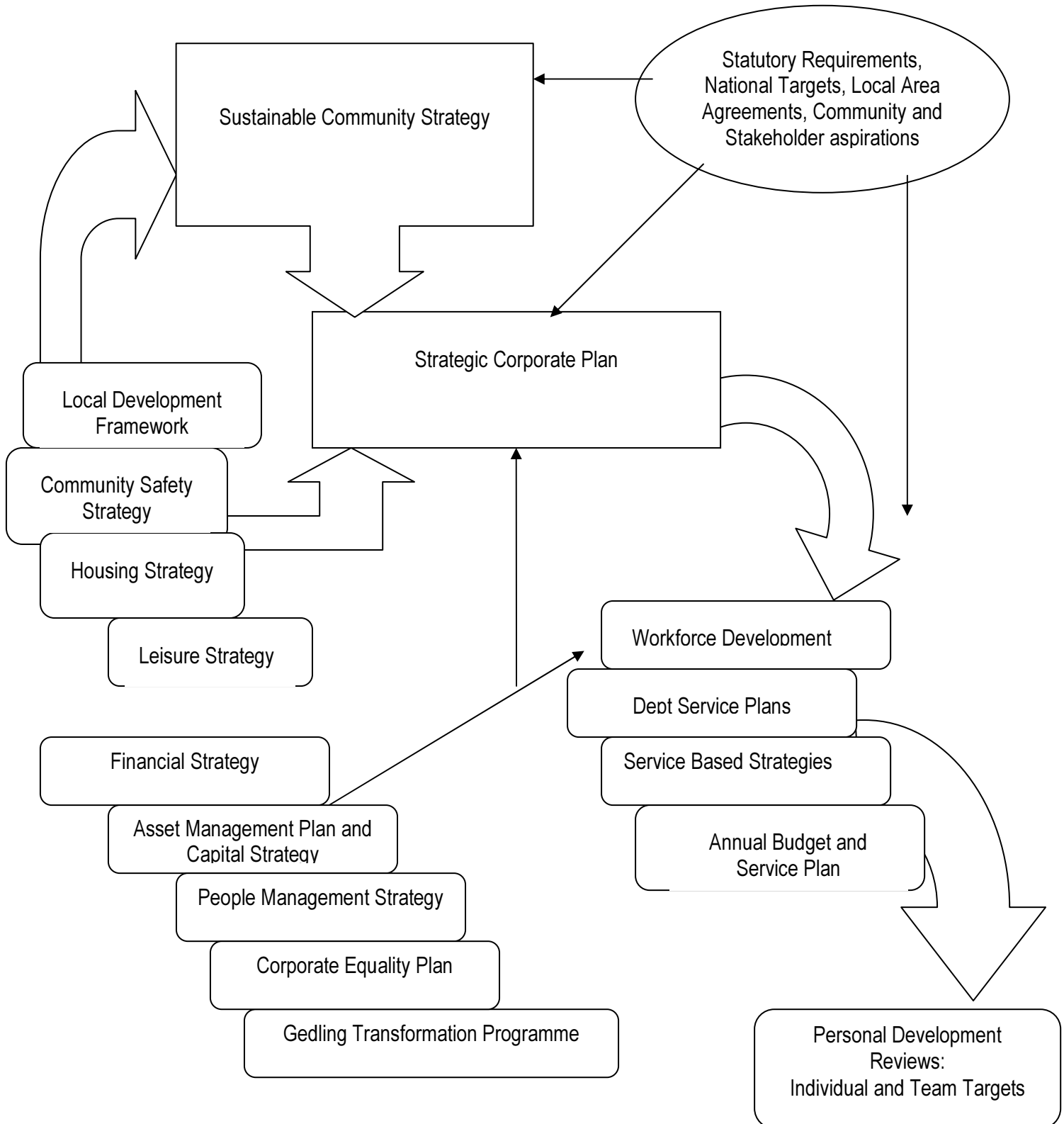
NI ref	Indicator
8	Adult participation in sport
154	Net additional homes provided
186	Per capita reduction in CO ₂ emissions in the Local Authority area
187	Tackling fuel poverty – percentage of people receiving income based benefits living in homes with a low energy efficiency rating
192	Percentage of household waste sent for reuse, recycling and composting
196	Improved street and environmental cleanliness – fly tipping

We will continue to work with Gedling Partnership to consider targets against other cross-cutting outcome focused National Indicators. These will also be reflected in future Budget and Service Plans for the Council and its partners.

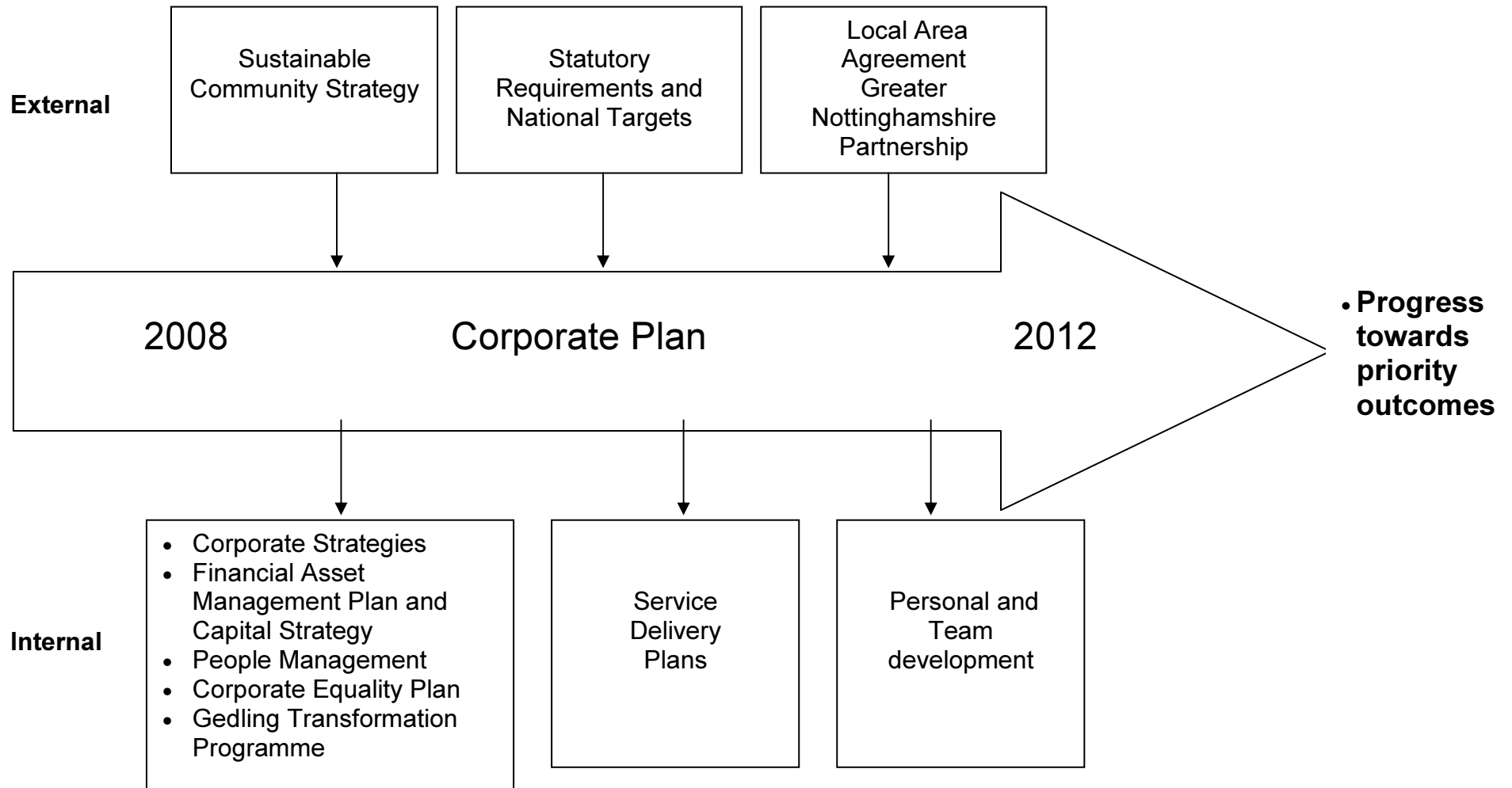
Wherever appropriate, performance management will be aligned with the Nottinghamshire Partnership and Gedling Local Strategic Partnership. As a Council, we will focus on those issues where our influence is highest, and encourage partners to engage and address those issues where our influence is lower.

The Golden Thread

This diagram shows how priorities start with the Community Strategy and flow right through the organisation to the work of individual members of Council staff. It also includes external impacts that affect the work the Council does.



Influences



8. Financial Planning

As a multi-million pound service organisation, the Council provides services to approximately 2,200 businesses, more than 111,700 residents and almost 50,000 households. The total annual spend on providing these services is over £60 million revenue and £8.3 million capital, all targeted towards the Council's priorities. Detailed assessment processes are in place for capital funded projects and revenue developments to ensure "fit" with priorities.

In addition, Central Government set Local Government an efficiency target of 3% of net expenditure to secure each financial year. Contained within the Council's current plans for 2008/2009 are identified efficiency savings of £520,000, which equates to an overall efficiency saving of 3.5%.

In the Council's 2005/08 Strategic Plan, the Government's efficiency target was set at £1,122,000 and the anticipated out-turn for the Council is £1,787,000, which is significantly in excess of the government's 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:-

Summary Medium Term Financial Plan

	2008/09 £000s	2009/10 £000s	2010/11 £000s	2011/12 £000s	2012/13 £000s
Total Estimated Exp.	15,140	15,350	15,452	15,876	16,355
Net External Support	(8,934)	(9,107)	(9,254)	(9,462)	(9,675)
Collection Fund Deficit	58	-	-	-	-
Council Tax Yield (3%)	(5,247)	(5,426)	(5,615)	(5,814)	(6,024)
Use of Balances	1,017	817	583	600	656
Balance b/fwd	(3,272)	(2,405)	(3,018)	(2,595)	(1,995)
LABGI	-	(80)	(160)	-	-
HRA Balance Transfer	-	(1,350)	-	-	-
Reclassified provisions & earmarked reserves	(150)	-	-	-	-
Balance c/fwd	(2,405)	(3,018)	(2,595)	(1,995)	(1,339)
Required balance	(1,135)	(1,151)	(1,159)	(1,191)	(1,227)
Actual balances above required level	Yes	Yes	Yes	Yes	Yes

9. Valuing our Workforce

This Council is proud of and values its employees and recognises the contribution they make to our successes. This is demonstrated by renewal of Council-wide liP accreditation in February 2007 – and the achievement of level 2 and some levels 3 and 4 in the more demanding liP profile assessment.

We employ approximately 700 people (550 full time equivalents) across the range of our services, and we listen to their views through STEPs (Supportive Training Empowering People), which is an employee consultation group with representatives from all sections and grades. Each year we hold an Employee Conference to hear everyone's views, which provides an opportunity to enhance their personal development.

We have a People Management Strategy in place that has linked the key priorities of the Council to people management objectives and measurements of their effectiveness. One of the features of this strategy is the annual Workforce Development Plan that identifies the key workforce issues in terms of resourcing and development that need to be addressed.

The Council operates an open recruitment policy, which means all vacancies are advertised externally (unless there is a redeployment need) and recruitment is carried out on the basis of person specifications which define the skills and knowledge needed for the job. All appointments are made on merit. There is a job evaluation scheme in place that ensures that roles are rewarded according to equal pay principles.

The Council has in place a range of people management policies that enable our employees to perform well and to value the Council as a good employer. These include flexible and part time working arrangements, sick pay and sickness management policies, welfare and counselling support, home working and nursery vouchers. The Council invests strongly in the training and development of all its employees, in terms of national qualifications in leadership, team management, skills such as coaching and skills for life, and health and safety awareness.

10. Our Approach to Equality

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

An equal opportunities policy is in place that states the Council's commitment which underpins the statutory race, disability and gender equality schemes. Each of these schemes has associated action plans which the Council is delivering on in order to meet the needs of all the communities in Gedling. There is an overarching corporate equality plan that draws together all the Council's commitments, and will be further developed to ensure we are meeting the needs of people of any sexual orientation and all faiths and ages.

To deliver on our equalities commitment, we have established a Corporate Equalities Group with representatives from all Departments; we are working together to meet level 2 of the Local Government Equality Standards across all services and employment. All service areas have established equality objectives that prioritise the key actions they need to take to ensure equality of access.

Where new policies are proposed an equalities impact assessment is carried out to ensure that there is no differential impact on minority groups. The equalities group reviews these assessments before a policy is implemented.

We use Language Line to help people for whom English is not their first language to access services, and also some employees are able to use sign language.

As an employer we take steps to match the make up of our workforce to that of the community. We monitor our workforce make up each year and identify any trends. All jobs are advertised in the local press, and we comply with the "two ticks" standard for employment of disabled people. We are taking steps to reach minority ethnic groups with recruitment information. We have implemented a job evaluation scheme to ensure that all jobs are equally valued to ensure equal pay

11. Performance Management

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

- A clearly stated mission and set of priorities, developed in consultation with the community.
- A single, co-ordinated budget and service planning process, incorporating improvement planning and focused on the delivery of priorities.
- Robust target setting against national and local performance indicators.
- 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.
- 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.
- An agreed Data Quality Strategy.

To enable effective management of performance during 2008/09 a new computerised performance management system is to be introduced to give managers up to date information on progress against targets and outcomes.

Stronger links between outcome measures in Community Profiles and current performance management arrangements will work towards delivering the "golden thread" between high-level outcomes and day-to-day activities.

Further improvements to performance management will draw on latest Audit Commission findings and other good practice examples. These will cover partnership as well as Council performance.

The Council also recognises its role in supporting the management of cross-cutting performance across the public sector. As outlined above, it is a signatory to the Nottinghamshire Local Area Agreement.

Add Performance Management Framework diagram

12. Consultation and Feedback

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

Progress towards delivery of the Corporate Plan will be reported each year in the Council's Annual Report.

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 Strategy and Performance
Gedling Borough Council
Civic Centre
Arnot Hill Park
Arnold
Nottingham
NG5 6LU

Or email 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.