#### **Corporate Service Plan 2009/10**

**Department Key:** Democratic & Community Services (DCS), Corporate Services (CS), Planning & Environment (P&E), Direct Services (DS), Leisure Services (LS), Customer Services & Organisational Development (CSOD), Strategy & Performance (S&P), **Portfolio Key:** Leader (L), Safe & Sustainable Neighbourhoods (S&SN), Customer Services & Efficiency (CS&E), Direct Services & Property (DS&P), Leisure & Youth (L&Y), Development & Economic Regeneration (D&ER), Housing & Health (H&H)

#### Community Strategy Theme: A place of safe and strong communities

Outcome: A friendly place where people make a positive contribution to and feel part of their local community, respect and support each other, and take responsibility for their own actions. Where they feel safe in their homes and on the streets at any time of the day and night.

| Proposed Improvement  | Performance<br>Measure   | Target Lead Portfolio Dept                                   |                 |   |                                    | Accountable<br>Officer |      |                                      |
|---|--|--|-----------------|---|------------------------------------|------------------------|------|--------------------------------------|
| (What are we going to achieve?)   |  | Baseline   | 09/10           | 10/11   | 11/12                              |                        |      |                                      |
| Contribute to improving cohesion in local communities   | NI 1 - % of people<br>who believe people<br>from different<br>backgrounds get on<br>well together in their<br>local area | 71% (2007<br>survey –<br>2008<br>survey<br>result to<br>add) |                 | To be determined as part of LAA refresh       |                                    | DCS                    | S&SN | Neighbourhoods<br>& Crime<br>Manager |
| Contribute to reductions in recorded crime, focusing on priority offence types targeted in Nottinghamshire Local Area Agreement | NI 15 - Serious<br>violent crime rate  | New indicator  | 5%<br>reduction | To be<br>agreed<br>through S<br>Notts<br>CDRP | To be agreed throug h S Notts CDRP | DCS                    | S&SN | Neighbourhoods<br>& Crime<br>Manager |

|   | NI 16 - Serious acquisitive crime rate   | 19.8<br>offences<br>per 1,000<br>population | 12.5% reduction | To be<br>agreed<br>through S<br>Notts<br>CDRP         | To be agreed throug h S Notts CDRP | DCS          | SSN       | Neighbourhoods<br>& Crime<br>Manager |
|---|--|---|-----------------|---|------------------------------------|--------------|-----------|--------------------------------------|
| Proposed Improvement                              | Performance<br>Measure   |   | Targ            | et  |                                    | Lead<br>Dept | Portfolio | Accountable<br>Officer               |
| (What are we going to achieve?)                   |  | Baseline                                    | 09/10           | 10/11   | 11/12                              |              |           |                                      |
| Contribute to reductions in fear of crime         | Increase % of residents feeling safe at home/in their community (measures from Place Survey questions) | Baseline<br>setting                         | To be agreed    | To be agreed  | To be agreed                       | DCS          | S&SN      | Neighbourhoods<br>& Crime<br>Manager |
| Contribute to reductions in anti-social behaviour | NI 17 - Perceptions<br>of anti-social<br>behaviour   | Baseline<br>setting                         | To be agreed    | 3%<br>reduction<br>over 3<br>years<br>across<br>Notts | To be agreed                       | DCS          | S&SN      | Neighbourhoods<br>& Crime<br>Manager |
|   | Reported incidents of anti-social behaviour  | To be agreed                                | To be agreed    | To be agreed  | To be agreed                       | DCS          | S&SN      | Neighbourhoods<br>& Crime<br>Manager |
| Improve the take-up of Housing benefits           | Number of 'hard to reach' claims put into payment  | 150   | 150             | 150   | 150                                | CS           | CS&E      | Revenue<br>Services<br>Manager       |

|  |  | NI 180 - The number of changes of circumstances which affect customers' Housing Benefit/Council Tax Benefit entitlement within the year | 465  | >450            | >450       | >450   | CS | CS&E | Revenue<br>Services<br>Manager       |
|--|--|---|--|-----------------|------------|--------|----|------|--------------------------------------|
|  |  | NI 181 - Time taken<br>to process Housing<br>Benefit/Council Tax<br>Benefit new claims<br>and change events                             | <13.25   | <13.00          | <13.00     | <13.00 | CS | CS&E | Revenue<br>Services<br>Manager       |
| Proposed<br>Improvement  | How are you going to achieve the improvement?  |   | Milestones   |                 |            |        |    |      | Accountable<br>Officer               |
| Improve the take-up of Housing benefits                          | Develop a<br>Housing Benefit<br>and Council Tax<br>Benefit take up<br>strategy.                                | Review of current and development of MOSA Milestones to be confir   | IC to help prio  | ritise use of r | resources. |        | CS | CS&E | Revenue<br>Services<br>Manager       |
| Reduce levels of<br>deprivation in<br>priority<br>neighbourhoods | Increase community engagement and involvement  Develop a "virtual partnership" Neighbourhoods Management Group | Develop and implemer Identify / define "Neigh Engagement Plans by   | develop a neighbourhood approach to service planning and delivery develop and implement Neighbourhood Action Plans dentify / define "Neighbourhood Management Areas." Ingagement Plans by August 2009.  xit plans for current Area-Based Initiatives by August 2009. |                 |            |        |    | S&SN | Neighbourhoods<br>& Crime<br>Manager |

| Proposed<br>Improvement  | How are you going to achieve the improvement?  | Milestones  | Lead<br>Dept | Portfolio | Accountable<br>Officer  |
|--|--|---|--------------|-----------|---|
| Improve security of the built environment to reduce the opportunity for crime and reduce fear of crime | Promote consideration of s17 Crime and Disorder issues in determination of planning applications | Benchmark vs other authorities to develop new model.  Revised, more comprehensive committee report to include section 17 implications – Dec 2009.  Training for officers. | P&E          | S&SN      | Head of Planning<br>and<br>Environment/<br>Development<br>Control Manager |
|  | Develop CCTV<br>system   | Expand geographical area covered – 2009/10  Develop use of Airwaves protocols – 2009/10   | P&E          | S&SN      | Public Protection<br>Manager  |
|  | Develop warden<br>and ASB<br>functions   | Develop more targeted patrolling and flexible response – 2009/10  Develop South Notts CSP Alcohol related violence, and ASB in Gedling Action Plans – 2009/10             | P&E          | S&SN      | Public Protection<br>Manager  |

# Community Strategy Theme: A place where people are treated fairly and have the opportunity to get involved

Outcome: A place where everybody has an equal chance to realise their potential and enjoy the lifestyle they want. Where the needs of the villages and suburban neighbourhoods with regard to public transport, local jobs, access to services and housing are met. Where people can be confident that the organisations on which they rely for essential services, will meet their needs and respond to their preferences in designing and delivering those services.

| Proposed Improvement                              | Performance   |  | Ta      | arget                                   |              | Lead Dept | Portfolio | Accountable   |
|---|---|--|---------|---|--------------|-----------|-----------|---|
| (What are we going to achieve?)                   | Measure   | Baseline   | 09/10   | 10/11                                   | 11/12        |           |           | Officer   |
| Minimise incidence of homelessness in the Borough | NI 156 - Number of<br>households living in<br>temporary<br>accommodation            | TBC at 31/3/09   | 47      | 45                                      | To be agreed | CSOD      | H&H       | Housing<br>Needs<br>Manager                           |
|   | LI 51 - Average time<br>to process<br>homelessness<br>applications                  | 19 days  | 20 days | 19 days                                 | To be agreed | CSOD      | H&H       | Housing<br>Needs<br>Manager                           |
| Increase local involvement in decision making.    | NI 4 - % of people<br>who feel they can<br>influence decisions in<br>their locality | 31%<br>(2006<br>survey –<br>baseline<br>being<br>updated<br>through<br>Place<br>Survey<br>2008 |         | To be determined as part of LAA refresh |              | DCS       | S&SN      | Head of<br>Democratic<br>and<br>Community<br>Services |

| Reduce Fuel Po  | NI 187 Tackling Fuel Poverty - on income based benefits living homes with low energy efficiency ratings  N/a To be determined as part of LAA refresh |  | Planning and<br>Environment   | Safe &<br>Sustainable<br>N'hoods | Head of<br>Planning and<br>Environment |           |           |                        |  |
|---|--|--|-------------------------------|----------------------------------|--|-----------|-----------|------------------------|--|
| Proposed<br>Improvement   | How are you going to achieve the improvement?  | Milestones   |                               |                                  |  | Lead Dept | Portfolio | Accountable<br>Officer |  |
| Improve equality of opportunity in terms of service delivery and employment | Achieve level 3<br>of the National<br>Equality<br>Standards  | Agree Corporate Equalities Plan March 2009  Milestones to be included in that plan - Corporate Equalities Group to monitor resultant actions |                               |                                  |  |           | CSOD      | CS&E                   | Head of<br>Customer<br>Services and<br>Organisational<br>Development |
| Improve<br>working of<br>Gedling<br>Partnership                             | Develop and<br>manage delivery<br>of new<br>Partnership<br>governance<br>arrangements,<br>arising from<br>Awaydays in<br>early 2009                  | To be confirmed after A  | o be confirmed after Awaydays |                                  |  |           | S&P       | L                      | Senior Policy<br>Officer   |

| Proposed<br>Improvement  | How are you going to achieve the improvement?   | Milestones   | Lead Dept | Portfolio | Accountable<br>Officer                 |
|--|---|--|-----------|-----------|--|
| Increased variety of sport and recreation activities in rural areas and in areas of deprivation. | Work with clubs to increase their capacity.  Provision of a children's play area and youth facility at Queensbower Recreation Area. | Ongoing until October 2011  October 2009                         | LS        | L&Y       | Leisure<br>Resources<br>Officer        |
| Increase<br>community<br>involvement<br>in the<br>planning<br>process                            | Training for Planning Committee members   | Commission external trainers  Course designed and run – Dec 2009 | P&E       | D&ER      | Head of<br>Planning and<br>Environment |

### Community Strategy Theme: A place where we can take care of our environment

Outcome: A place that achieves a balance between the natural and built environment and makes people feel good about their surroundings. A place with clean streets, well maintained open spaces and well managed countryside, where we take steps to preserve the environment for present and future generations. A place where there is a variety of distinctive and attractive buildings, that are of high quality and reflect the character of the local area.

| Proposed Improvement                        | Performance Measure   |                  | Targ  | jet   |              | Lead Dept | Portfolio | Accountable   |
|---|---|------------------|-------|-------|--------------|-----------|-----------|---|
| (What are we going to achieve?)             |   | Baseline         | 09/10 | 10/11 | 11/12        |           |           | Officer   |
| Ensure streets and pavements are kept clean | NI 195a - Improved street<br>and environmental<br>cleanliness (levels of litter)      | 4% @<br>31/12/08 | 8%    | 7%    | To be agreed | DS        | DS&P      | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager    |
|   | NI 195b - Improved street<br>and environmental<br>cleanliness (levels of<br>detritus) | 8% @<br>31/12/08 | 8%    | 7%    | To be agreed | DS        | DS&P      | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager    |
|   | NI 195c - Improved street<br>and environmental<br>cleanliness (levels of graffiti)    | 1% @<br>31/12/08 | 2%    | 2%    | To be agreed | DS        | DS&P      | Business<br>Support<br>Officer and<br>Public<br>Protection<br>Manager |

|  | NI 195d - Improved street<br>and environmental<br>cleanliness (fly posting)      | 0% @<br>31/12/08             | 1%                | 1%                | To be agreed | DS | DS&P | Business<br>Support<br>Officer and<br>Public<br>Protection<br>Manager |
|--|--|------------------------------|-------------------|-------------------|--------------|----|------|---|
| Reduce fly tipping in the Borough                            | NI 196 - Improved street and<br>environmental cleanliness –<br>fly tipping (LAA) | Good                         | Very<br>Effective | Very<br>Effective | NA           | DS | DS&P | Business<br>Support<br>Officer and<br>Public<br>Protection<br>Manager |
| Increase recycling rate and reduce residual waste            | NI 192 – Percentage of<br>household waste recycled<br>and composted (LAA)        | 35.75%                       | 38.5%             | 40%               | To be agreed | DS | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager    |
|  | NI 191 - Residual household<br>waste per head                                    | Setting<br>baseline<br>08/09 | 255kg             | 250kg             | To be agreed | DS | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager    |
| Introduce Trade Waste<br>Recycling - Co-mingled<br>Materials | Reduction in Landfill  | 0%                           | 10%               | 12%               | 14%          | DS | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager    |

| Introduce Trade Waste<br>Recycling Glass Collections  | Reduction in Landfill   | 0%  | 10% | 12%          | 14% | DS | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager |
|---|---|---|-----|--------------|-----|----|------|--|
| Maintain high levels of satisfaction with refuse collection, recycling and street cleaning services | LI 40 - Percentage of residents satisfied with household waste collection | 79%<br>(2007<br>survey)<br>Baseline<br>to be<br>updated<br>from 2008<br>Place<br>Survey |     | To be agreed |     | DS | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager |
|   | LI 42 - Percentage of residents satisfied with street cleaning            | 68%<br>(2007<br>survey)<br>Baseline<br>to be<br>updated<br>from 2008<br>Place<br>Survey | 1   | To be agreed |     | DS | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager |

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<sup>&</sup>lt;sup>1</sup> For all satisfaction survey measures, source is Place Survey statutorily required every two years. Consideration is being given to whether it would be helpful to carry out the survey less informally in intervening years but, in the meantime, targets are only being proposed for the statutory years.

|  | LI 41 - Percentage of survey respondents satisfied with waste recycling | 88%<br>(2007<br>survey)<br>Baseline<br>to be<br>updated<br>from 2008<br>Place<br>Survey |                                    | To be agreed                       |              | DS  | DS&P | Business<br>Support<br>Officer and<br>Fleet &<br>Refuse<br>Manager |
|--|---|---|------------------------------------|------------------------------------|--------------|-----|------|--|
| Improve usage of and customer satisfaction with parks and open spaces throughout the Borough | LI 20 - Percentage of residents satisfied with Parks and Open Spaces.   | 70%<br>(2007<br>survey)<br>Baseline<br>to be<br>updated<br>from 2008<br>Place<br>Survey |                                    | To be agreed                       |              | LS  | L&Y  | Leisure<br>Resources<br>Officer                                    |
|  | % parks reaching<br>Nottinghamshire standard<br>(once agreed)           | To be set once standard confirmed   | To be agreed                       | To be agreed                       | To be agreed | LS  | L&Y  | Leisure<br>Resources<br>Officer                                    |
| Reduce CO2 emissions in the Borough  | NI 186 Per capita reduction in CO2 emissions in the LA area             | 5.0<br>tonnes<br>CO2 per<br>capita  | 4.8<br>tonnes<br>CO2 per<br>capita | 4.7<br>tonnes<br>CO2 per<br>capita | To be agreed | P&E | S&SN | Head of<br>Planning and<br>Environment                             |
|  | NI 185 - CO2 reduction from local authority operations                  | Baseline<br>being set   | To be agreed                       | To be agreed                       | To be agreed | P&E | S&SN | Head of<br>Planning and<br>Environment                             |
| Assess the impact of adaptation measures to reduce the impact of climate change              | NI 188 Planning to adapt to climate change                              | Level 0   | Level 1                            | Level 1                            | Level 2      | P&E | S&SN | Head of<br>Planning and<br>Environment                             |

| Improve air quality                     | NI 194 Reduction in NO2<br>and primary PM10 emissions<br>through local authority's<br>estates and operations | Baseline<br>being set | To be agreed | To be agreed | To be agreed | P&E | S&SN | Food, Health<br>& Safety<br>Manager |
|---|--|-----------------------|--------------|--------------|--------------|-----|------|-------------------------------------|
| Provide a high quality planning service | NI 157a - Processing of major planning applications in target time   | 71%                   | 72%          | 73%          | 74%          | P&E | D&ER | Development<br>Control<br>Manager   |
|   | NI 157b - Processing of minor planning applications in target time   | 77%                   | 78%          | 79%          | 80%          | P&E | D&ER | Development<br>Control<br>Manager   |
|   | NI 157c - Processing of other planning applications in target time   | 91%                   | 92%          | 93%          | 94%          | P&E | D&ER | Development<br>Control<br>Manager   |

| Proposed<br>Improvement   | How are you going to achieve the improvement?              | Milestones  | Lead Dept | Portfolio | Accountable<br>Officer  |
|---|--|---|-----------|-----------|---|
| Develop the<br>former<br>Gedling<br>Colliery/Chase<br>Farm site   | Lead Steering<br>Group for the<br>project                  | Under review – detailed milestones to be set - but continues to 2020 and beyond  Process planning application  ATLAS review to set further milestones   | S&P/P&E   | D&ER      | Head of<br>Strategy and<br>Performance/<br>Head of<br>Planning and<br>Environment |
| Develop a clear strategy to direct future spatial development of the Borough that will ensure that Borough secures development it wants, where it wants it, consistent with Sustainable Community Strategy. | Develop Local<br>Development<br>Framework<br>Core Strategy | Issues and Options consultation – June 2009 Stakeholder review of preferred options – October 2009 Pre-submission draft for consultation – April 2010 Submit draft Core Strategy to Secretary of State – January 2011 Pre-hearings/Hearings – March/April 2011 Inspectors report received – October 2011 Aligned Core Strategies adopted – February 2012 Aligned Core Strategies published – May 2010 | S&P       | D&ER      | Planning<br>Policy<br>Manager   |

| Proposed<br>Improvement   | How are you going to achieve the improvement?  | Milestones                   | Lead Dept | Portfolio | Accountable<br>Officer                 |
|---|--|------------------------------|-----------|-----------|--|
| Ensure<br>appropriate<br>facility and<br>open space<br>provision on<br>development<br>sites | Revise and implement Section 106 guidance document   | Policy adoption October 2009 | LS        | L&Y       | Leisure<br>Resources<br>Officer        |
| Reduce Co2<br>emissions in<br>the Borough   | Develop policy<br>for the<br>sustainable<br>use of private<br>vehicles on<br>Council<br>business | December 2009                | P&E       | S&SN      | Head of<br>Planning and<br>Environment |

## Community Strategy Theme: A place where people can lead a healthy and active lifestyle

Outcome: A place where people have the opportunity to enjoy a healthy lifestyle. A place where people can be physically and socially active, have good range of accessible health, recreational and leisure facilities and where there is a balanced mix of decent housing meeting the needs of the population.

| Proposed                                     | How are you going to                    | Time                 | Performance   |   | Targe        | t             |              | Lead Dept | Portfolio | Accountable                      |
|--|---|----------------------|---|---|--------------|---------------|--------------|-----------|-----------|----------------------------------|
| Improvement                                  | achieve the improvement?                | scales               | Measure   | Baseline  | 09/10        | 10/11         | 11/12        |           |           | Officer                          |
| (What are we<br>going to<br>achieve?)        | (identify the<br>top 2 or 3<br>actions) |                      |   |   |              |               |              |           |           |                                  |
| Increase participation in sport and exercise |   | NI 8 – A<br>sport    | dult participation in                                 | 21.1%   | 22.1%        | 23.1%         | 24.1%        | LS        | L&Y       | Head of<br>Leisure<br>Services   |
|  |   | LI 27 – N<br>Leisure | Number of visits to<br>Centres                        |   | 1,077,640    | 1,088,4<br>20 | To be agreed | LS        | L&Y       | Leisure<br>Facilities<br>Officer |
|  |   | resident             | Percentage of s satisfied with and Leisure facilities | 61% (2007<br>survey)<br>Baseline to<br>be updated<br>from 2008<br>Place<br>Survey |              | To be agreed  |              | LS        | L&Y       | Head of<br>Leisure<br>Services   |
| Increase engager<br>Arts.                    | ment in the                             | NI 11 - E<br>Arts    | Engagement in the                                     | Being set<br>in 2008/09   | To be agreed | To be agreed  | To be agreed | LS        | L&Y       | Leisure<br>Resources<br>Officer  |

| Improve food hygiene standards                                     | NI 184 Food<br>establishments in the area<br>which are broadly<br>compliant with food hygiene<br>law | Being set<br>in 2008/09                                | To be agreed     | To be agreed | To be agreed | P&E | H&H  | Food, Health<br>& Safety<br>Manager |
|--|--|--|------------------|--------------|--------------|-----|------|-------------------------------------|
| Ensure affordable housing is available according to defined needs  | NI 155 – No of affordable homes delivered (gross)  | 97<br>(2007/08)  | 76               | 102          | 136          | S&P | Н&Н  | Strategic<br>Housing<br>Manager     |
| Ensure housing supply meets demand, overall and by type and tenure | NI 154 – Net additional homes required   | 447<br>(2007/08<br>outturn –<br>requiremen<br>t = 250) | 381 <sup>2</sup> | 512          | 680          | S&P | D&ER | Planning<br>Policy<br>Manager       |
|  | NI 159 – Supply of ready to develop housing sites  | Baselining<br>vs CLG<br>definition                     | To be agreed     | To be agreed | To be agreed | S&P | D&ER | Planning<br>Policy<br>Manager       |
|  | NI170- Previously<br>developed land vacant or<br>derelict for more than five<br>years                | Baselining<br>vs CLG<br>definition                     | To be agreed     | To be agreed | To be agreed | S&P | D&ER | Planning<br>Policy<br>Manager       |

<sup>&</sup>lt;sup>2</sup> Target figures for house completions based on 2007/08 Annual Monitoring Report returns and projections – figures here are based on Joint Structure Plan requirements. These will need to be reviewed to reflect economic downturn and this will be carried out linked to 2008/09 Annual Monitoring Report work. Affordable targets indicative only at this point and based on current 20% requirement, but this is likely to be amended through Supplementary Planning Document on Affordable Housing, at which point targets will need to be amended accordingly.

| Proposed<br>Improvement   | How are you going to achieve the improvement?                             | Milestones   | Lead Dept | Portfolio | Accountable<br>Officer          |
|---|---|--|-----------|-----------|---------------------------------|
| Increase participation in sport and exercise  | Deliver the<br>Changing<br>Lifestyles<br>Strategy                         | See Changing Lifestyles Action Plan  | LS        | L&Y       | Leisure<br>Resources<br>Officer |
| Develop clear strategy that ensures Borough Housing needs are identified and met, consistent with Sustainable Community Strategy. | Finalise and adopt Housing Strategy                                       | Adopt September 2009 (dependent on timely completion of Supplementary Planning document below) | S&P       | H&H       | Strategic<br>Housing<br>Manager |
| Ensure<br>homeless<br>accommodation<br>of an<br>appropriate<br>standard and<br>quantity is<br>provided                            | Replace<br>Balmoral<br>House as set<br>out in<br>Homelessness<br>Strategy | Complete by December 2011  | S&P       | H&H       | Strategic<br>Housing<br>Manager |

| Proposed<br>Improvement   | How are you going to achieve the improvement?   | Milestones   | Lead Dept   | Portfolio | Accountable<br>Officer          |
|---|---|--|-------------|-----------|---------------------------------|
| Ensure affordable housing is available according to defined needs                             | Develop and<br>adopt new<br>Supplementary<br>Planning<br>Document<br>(SPD) for<br>Affordable<br>Housing   | Receive Research Results – end Feb 09 Recommendations to Members – March 09 Draft SPD to Local Development Framework (LDF) Steering Group – April 09 Consultation on Draft SPD – May/June 09 Final draft to LDF Steering Group – August 09 Cabinet – Sept 09 | S&P         | H&H       | Strategic<br>Housing<br>Manager |
| Improve access<br>to those with<br>housing need<br>to suitable<br>accommodation<br>and choice | Develop<br>nomination<br>agreements<br>with Registered<br>Social<br>Landlords<br>(RSLs) in the<br>Borough | Revise existing nomination agreements – April 09  Meet RSLs to seek agreement – July 09  | CSOD<br>S&P | Н&Н       | Housing<br>Needs<br>Manager     |

### Community Strategy Theme: A place that contributes to a vibrant and prosperous Greater Nottingham

Outcome: A place that attracts investment, to create a variety of convenient facilities for essential services and shopping, cultural and social activities and also to provide business opportunities and local jobs. A place where people of all ages can have access to good quality education and training in order to gain the skills which will give them the best possible employment prospects and support the economy of Greater Nottingham.

| Proposed Improvement  | Performance   |                         | Т               | arget           |              | Lead<br>Dept | Portfolio | Accountable                            |
|---|---|-------------------------|-----------------|-----------------|--------------|--------------|-----------|--|
| (What are we going to achieve?)   | Measure   | Baseline                | 09/10           | 10/11           | 11/12        | 2001         |           | Officer                                |
| Support partner agencies work to minimise effect of economic recession in the Borough | NI 151 – Overall<br>Employment Rate<br>(LAA)                                      | 79.3%<br>(June<br>2007) | Under<br>review | Under<br>review | ТВС          | S&P          | D&ER      | Head of<br>Strategy and<br>Performance |
| Improve cash flow to suppliers in order to assist in their financial viability.       | % of payments made within 10 working days – local suppliers                       | New<br>indicator        | 95%             | N/a             | N/a          | CS           | F         | Financial<br>Services<br>Manager       |
|   | % of payments made within 30 days – all suppliers                                 | 97%<br>(2007/08)        | 98%             | 98%             | 98%          | CS           | F         | Financial<br>Services<br>Manager       |
| Provide high quality regulatory services  | NI 182 Satisfaction of<br>business with local<br>authority regulatory<br>services | Baseline<br>being set   | To be agreed    | To be agreed    | To be agreed | P&E          | Н&Н       | Food, Health<br>and Safety<br>Manager  |

| Proposed I   | mprovement  | How are you going to achieve the improvement?                                       |                                    | Mile | estones | Lead<br>Dept                  | Portfolio | Accountable<br>Officer |  |
|--|---|---|------------------------------------|------|---------|-------------------------------|-----------|------------------------|--|
| More aligned land use planning across Greater Nottingham                                       |   | Develop aligned Part<br>A of Core Strategy<br>covering all of Greater<br>Nottingham | See Core<br>Strategy<br>milestones | S&P  | D&ER    | Planning<br>Policy<br>Manager |           |                        |  |
| Co-ordinated<br>strategic<br>housing<br>planning and<br>delivery across<br>conurbation         | Shared evidence gathering and updating  Participate in "shared conversation" with Homes and Communities Agency across conurbation | Ongoing   |                                    |      |         |                               | S&P       | Н&Н                    | Strategic<br>Housing<br>Manager        |
| Improved understanding of conurbation and Borough economic situation to inform future planning | Support Nottingham and Nottinghamshire Economic Assessment and actions derived from it  | To be confirmed   |                                    |      |         |                               | S&P       | D&ER                   | Head of<br>Strategy and<br>Performance |

| Improve sport and leisure facilities in Warren Hill area, in partnership with Nottingham City Council, providing for residents both sides of the City/Borough border | Access to sports pitches and Youth facility at Bigwood School.                  | Work on Pitches commences Autumn 2009, available for use September 2010  Youth Facility available from September 2010 | LS  | L&Y  | Leisure<br>Resources<br>Officer |
|--|---|---|-----|------|---------------------------------|
| Regenerate<br>Arnold Town<br>Centre  | Improve the appearance, quality and range of retail and other services on offer | Procure development partner – April 2010  | P&E | D&ER | Deputy Chief<br>Executive       |

# **Community Strategy Theme: Transforming Gedling**

Outcome: A Council that wants to be the best, in the eyes of its customers and its staff. A Council that continually seeks out new ways of working to improve customer and staff satisfaction and better value for money.

| Proposed Improvement  | Performance Measure   |          | Tar      | get      |         | Lead Dept | Portfolio | Accountable                      |
|---|---|----------|----------|----------|---------|-----------|-----------|----------------------------------|
| (What are we going to achieve?)   |   | Baseline | 09/10    | 10/11    | 11/12   |           |           | Officer                          |
| Maximise income from Council<br>Car Parks   | LI xx – Income<br>generated from car park<br>charging   | £0       | £700k    | £1.1m    | £1.2m   | DS        | DS&P      | Technical<br>Services<br>Manager |
| More efficient corporate services.  | Achievement of Gedling<br>Transformation<br>Programme target<br>savings.  | nil      | £20,000  | £25,000  | £30,000 | CS        | CS&E      | Head of<br>Corporate<br>Services |
| Ensure the Council continues to secure improved efficiency and Value for Money in its service delivery. | NI179 - total net value of<br>ongoing cash-releasing<br>value for money gains<br>that have impacted since<br>the start of the 2008-09<br>financial year | £500,000 | £600,000 | £700,000 | N/a     | cs        | CS&E      | Head of<br>Corporate<br>Services |
|   | Achievement of balanced MTFP  | Yes      | Yes      | Yes      | Yes     | CS        | F         | Head of<br>Corporate<br>Services |
|   | Managed Financial Risk  | Green    | Green    | Green    | Green   | CS        | F         | Head of<br>Corporate<br>Services |

|  | Ensure Council scores well under new Organisational Assessment element of Comprehensive Area Assessment and contributes effectively and proportionately to Nottinghamshire CAA | New<br>assessment<br>system   | To be confirmed | To be confirmed | To be confirmed | CS/ S&P | L | Head of<br>Corporate<br>Services/ Head<br>of Strategy and<br>Performance |
|--|--|---|-----------------|-----------------|-----------------|---------|---|--|
| Production of unqualified statement of accounts.             | Unqualified external<br>Audit Certificate<br>achieved  | Yes   | Yes             | Yes             | Yes             | CS      | F | Financial<br>Services<br>Manager   |
| Maintain high standard of communication                      | LI 14 – Percentage of<br>residents well informed<br>about Council and its<br>work  | 61% (2007<br>survey)<br>Baseline to<br>be updated<br>from 2008<br>Place<br>Survey |                 | 60%             |                 | S&P     | L | Communication<br>Manager   |
| Maintain high levels of public satisfaction with the Council | LI 13 – Percentage of residents satisfied with Council overall   | 67% (2007<br>survey)<br>Baseline to<br>be updated<br>from 2008<br>Place<br>Survey |                 | 69.5%           |                 | S&P     | L | Head of<br>Strategy and<br>Performance                                   |
| Reduce sickness levels amongst council employees             | LI 6 - The number of<br>working days/shifts per<br>employee lost due to<br>sickness absence  | 9.61(Nov<br>08)   | To be agreed    | To be agreed    | To be agreed    | CSOD    | L | Head of<br>Customer<br>Services and<br>Organisational<br>Development     |

| Improve the cus<br>of contacting the   | tomer experience<br>e Council                 | LI 52 - Percentage of<br>calls to the contact<br>centre answered (or call<br>back made)                             | 71%                   | 75%          | 80%  | To be agreed | CSOD      | CS&E      | Customer<br>Services<br>Manager                                    |
|--|---|---|-----------------------|--------------|--|--------------|-----------|-----------|--|
|  |   | Percentage of customer phone enquires dealt with at the first point of contact                                      | Baseline<br>being set | To be agreed | To be agreed   | To be agreed | CSOD      | CS&E      | Head of<br>Customer<br>Services &<br>Organisational<br>Development |
|  |   | Number of customer transactions available online  | Baseline<br>being set | To be agreed | To be agreed   | To be agreed | CSOD      | CS&E      | Head of Customer Services & Organisational Development             |
| Minimise unnecessary customer contact  |   | NI14 - Avoidable contact:<br>The proportion of<br>customer contact that is<br>of low or no value to the<br>customer | Baseline<br>being set | To be agreed | To be agreed   | To be agreed | CSOD      | CS&E      | Customer<br>Services<br>Manager                                    |
| Proposed<br>Improvement  | How are you going to achieve the improvement? |   | Milest                | ones         |  |              | Lead Dept | Portfolio | Accountable<br>Officer   |
| Improve employee satisfaction and morale to lead to improvements in productivity and efficiency  Review outcomes of the Best Council Survey and employee conference feedback |   | Action plan to be in place f  | CSOD                  | Leader       | Head of<br>Customer<br>Services and<br>Organisational<br>Development |              |           |           |  |

| Proposed<br>Improvement                                     | How are you going to achieve the improvement?   | Milestones  | Lead Dept | Portfolio | Accountable<br>Officer                             |
|---|---|---|-----------|-----------|--|
| Maximise income from council assets                         | Maximise investment return from the ownership or otherwise of investment assets           | Measurement and comparison of internal rate of return compared to alternatives - Report to Head of Corporate Services | CS        | F         | Financial<br>Services<br>Manager                   |
|   | Introduce<br>charging for use<br>of Borough<br>shoppers' car<br>parks                     | In place by August 2009 – income targets see above  | DS        | DS&P      | Technical<br>Services<br>Manager                   |
| Improve<br>effectiveness<br>of the Scrutiny<br>function     | Involvement with the Review Implementation of agreed recommendations                      | Scrutiny report August 2009  Further milestones to be derived from that report  | DCS       | CS&E      | Head of<br>Democratic and<br>Community<br>Services |
| Develop<br>capacity and<br>profile of<br>elected<br>members | Involvement with joint bid for funding to Regional Improvement and Efficiency Partnership | Dependent on bid outcome  | DCS       | CS&E      | Head of<br>Democratic and<br>Community<br>Services |

| Proposed<br>Improvement   | How are you going to achieve the improvement?   | Milestones   | Lead Dept | Portfolio | Accountable<br>Officer        |
|---|---|--|-----------|-----------|-------------------------------|
| Review and<br>Improve the<br>efficiency of<br>leisure centre<br>provision | Undertake a review of need against demand.  Produce a swimming pool needs survey to identify need across the conurbation. | Assessment February 09 Initial report April 09 Completion April 09 | LS        | L&Y       | Leisure<br>Facilities officer |