

Public Document Pack



Democratic Services

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Date: 28 February 2019

Dear Councillor

COUNCIL - MONDAY 4 MARCH 2019

I am now able to enclose, for consideration at next Monday's Budget Meeting of the Council, the following report that was unavailable when the agenda was printed.

Agenda No	Item
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4c) Appendix 1	<u>Gedling Plan 2019/20</u> (Pages 3 - 24)
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Yours sincerely

Democratic Services
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GEDLING PLAN

2019-2020

Serving people **Improving Lives**



Gedling Country Park

A photograph of the Civic Centre in Arnold, featuring a modern building with large windows and a colorful flower bed in the foreground. The image is partially obscured by a red geometric graphic on the left and a dark grey geometric graphic on the right.

Civic Centre, Arnold

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Introduction

It gives us great pleasure to introduce the refreshed Gedling Plan for 2019-2020. The plan sets out Gedling Borough Council's vision for the future, our priorities and actions over the next twelve months which all support our ethos - serving people, improving lives.

By working with local communities and our partners, we are confident that we can deliver this vision. We can continue to make the borough a place we are all proud of, where people choose to live, do business, enjoy visiting and where there are opportunities for all.

The plan sets out an ambitious programme of activities to improve the quality of life for all our residents. It also reflects the challenges facing the council with reducing Government funding and an increasing demand for services.

Over the next year the key challenges will be; maintaining a sustainable level of housing growth across the borough by working closely with developers to ensure infrastructure is also accelerated, delivering projects such as Gedling Access Road, improving Carlton Square, the refurbishment of Arnold Market and a further phase of development at Gedling Country Park. We will be continuing with our programme of improvements to local parks, playgrounds and leisure facilities.

For many residents and businesses, it's about the day to day services such as; street cleaning, maintenance of the cemeteries and green spaces, recycling and refuse collection and our inspiring events and festivals that matter the most and we will strive to maintain our high standards and excellent levels of customer service.

In meeting our financial challenges we will continue to work together with partners and bring forward commercial opportunities to ensure we deliver a return on investment and maximise our income potential. This year, the council is investing further in our successful Neighbourhood Wardens scheme to ensure the borough remains a safe place to live and enjoy.

We are confident that we can deliver the programme of actions in this plan and make a positive difference to the lives of our local residents. We will continue to do our very best to balance competing and complex needs and to find new and more efficient ways of working.

If you have any comments, questions or ideas please get in touch, we would love to hear from you.



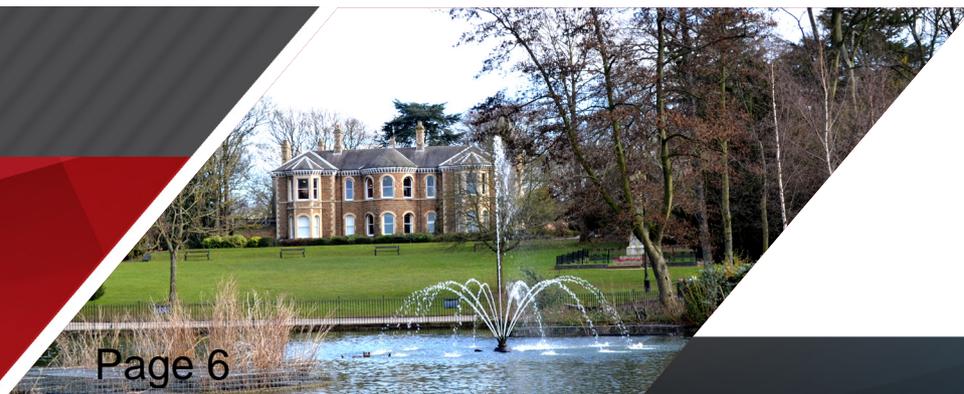
Cllr. John Clarke
Leader of the Council



Karen Bradford
Chief Executive

About the borough and the people we serve

Arnot Hill Park



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Lambley

About the borough

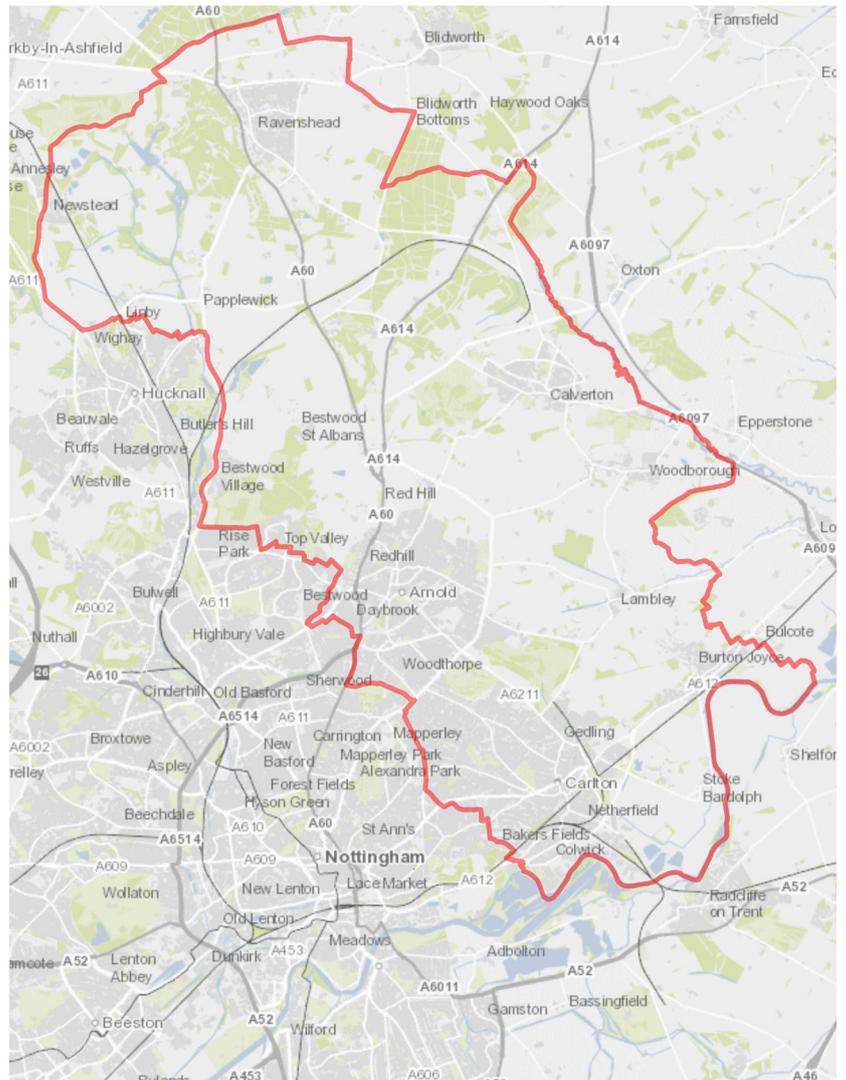
Gedling borough lies adjacent to the boundary of the City of Nottingham and covers 120Km²

The latest estimated population is 117,100

We have just over 53,000 households

Life expectancy is higher than the national average at 80.0 years for males and 83.2 years for females

Around 5,000 businesses are based in Gedling



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District boundaries

Netherfield Retail Park



Vision, Ambition, Values and Priorities

Arnot Hill Park, Arnold





Pride of Gedling Awards, 2018

Our Vision

We are responsible for a wide range of local services that matter to our residents and businesses in the borough. However, we do not limit our interest to only those services we are directly accountable for but rather seek to influence and make a difference in all aspects of community life. At the centre of what we do is:

“Serving People, Improving Lives”

Our Ambition

We aspire to be regarded as an excellent council by the people and businesses we serve and the staff we employ, by making a positive difference to people’s lives and creating opportunities for everyone to achieve their full potential.

Our Values

What we stand for and the way we go about our business

A competent council that delivers on its promises, acts professionally and can be trusted to provide good quality

A co-operative council that listens to and involves its citizens, partners and employees in playing an active part in creating a prosperous future

A commercial council that is innovative in its use of resources and focused on achieving value for money

A compassionate council that reaches out to the lonely and marginalised and encourages others to do the same

A considerate council that recognises and respects difference and is sensitive to the impact of its actions on others

Nature Trail, Gedling Country Park





Victoria Retail Park, Netherfield

Our Priorities

STRONG AND DYNAMIC COMMUNITIES

To promote strong, resilient communities and reduce hardship and inequality

HIGH PERFORMING COUNCIL

To be a high performing, efficient and effective council

VIBRANT ECONOMY

To promote and drive sustainable growth across the borough to meet current and future needs

SUSTAINABLE ENVIRONMENT

To promote a sustainable environment

HEALTHY LIFESTYLES

To promote the health and wellbeing of our residents

Woodborough Village



OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

STRONG AND DYNAMIC COMMUNITIES

To promote strong, resilient communities and reduce hardship and inequality

PROMOTE AND ENCOURAGE PRIDE, GOOD CITIZENSHIP AND PARTICIPATION

- Develop new programme of community events
- Develop a Volunteering Policy
- Increase attendances at the Bonington Theatre and Cinema
- Support Community Asset Transfer
- Develop, engage and support the voluntary sector such as 'Friends of' groups
- Establish an Inter-Faith Forum
- Work with the Gedling Youth Council and Gedling Senior's Council to inform relevant local policy and decision making
- Deliver the annual Pride of Gedling Awards

REDUCE POVERTY AND PROVIDE SUPPORT TO THE MOST VULNERABLE

- Strengthen work with local organisations to protect the most vulnerable
- Work with local organisations to improve people's life chances and reduce poverty
- Develop an employment scheme with the Department of Work and Pensions, Probation and the Prison Services to reduce re-offending

IMPROVE SOCIAL MOBILITY AND LIFE CHANCES

- Engage with the National Social Mobility Commission
- Improve social mobility by working with stakeholders and the Social Mobility Regional Commissioner
- Develop a Social Mobility Action Plan

REDUCE ANTI-SOCIAL BEHAVIOUR, CRIME AND THE FEAR OF CRIME

- Tackle anti-social behaviour and crime with partners
- Seek prosecution and enforcement action for dog fouling, anti-social behaviour and against those that fly-tip waste
- Develop further the public protection hub arrangements
- Invest in new and existing CCTV in priority hot spots
- Extend the Neighbourhood Wardens Service

Neighbourhood Wardens



OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

HIGH PERFORMING COUNCIL

To be a high performing, efficient and effective council

IMPROVE THE CUSTOMER EXPERIENCE OF ENGAGING WITH THE COUNCIL

- Utilise customer data and feedback to improve services
- Undertake a Residents' Satisfaction Survey to seek the views on local council services
- Create a data hub to develop and target services

PROVIDE EFFICIENT AND EFFECTIVE SERVICES

- Deliver the Efficiency Programme
- Deliver the Commercialisation Strategy
- Identify new income opportunities and maximise income streams
- Implement the Demand Management Strategy
- Develop and implement a Capital Strategy
- Develop and implement the Procurement and Contract Management Strategy

MAINTAIN A POSITIVE WORKING ENVIRONMENT AND STRONG EMPLOYEE MORALE

- Implement the Agile Working Strategy
- Introduce and implement a Workforce Strategy
- Develop strong fair employment policies

IMPROVE USE OF DIGITAL TECHNOLOGIES

- Implement the Digital Strategy
- Invest in digital infrastructure

Linby Village



OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

VIBRANT ECONOMY

To promote and drive sustainable growth across the borough to meet current and future needs

PROVIDE MORE HOMES

- Facilitate developers to construct more homes including homes for first time buyers and elderly persons housing
- Bring at least 20 long term empty homes back into use
- Drive the delivery of key housing allocations, including those in the county council ownership
- Facilitate the delivery of key infrastructure to support sustainable housing growth
- Identify the opportunities for redeveloping vacant or underused sites for new homes
- To explore the development of a council owned Housing Company

ENSURE LOCAL PEOPLE ARE WELL PREPARED AND ABLE TO COMPETE FOR JOBS

- Develop Local Labour Agreements
- Support schools to prepare young people for work through career/interview skills days
- Work with employers and the Department of Work and Pensions to provide apprenticeships, jobs and specialist events
- Offer pre-employment work experience placements
- Work with Nottingham Trent University and deliver the Compact Agreement

SAFEGUARD AND CREATE JOB OPPORTUNITIES

- Drive the delivery of key employment allocations
- Promote employment sites to inward investors
- Maximise employment opportunities including retail and leisure
- Identify opportunities to redevelop vacant or underused land for employment uses
- Support local companies with their business expansion plans

CREATE THRIVING AND VIBRANT TOWN AND LOCAL CENTRES

- Identify the key interventions required to ensure Arnold Town Centre and the borough's local centres remain vibrant and sustainable
- Redevelop and operate Arnold Market
- Develop Carlton Square to create an attractive and vibrant environment
- Protect and enhance viability of town and local centres
- Enhance the public realm, environment and visitor experience and increase footfall
- Work with stakeholders to shape the offer of Netherfield Town Centre and Plains Road, Mapperley

DRIVE BUSINESS GROWTH AND JOB CREATION THROUGH LOCAL AND INWARD INVESTMENT

- Facilitate inward investment at Colwick Industrial Park to deliver new retail and leisure
- Identify investment opportunities for new business visits
- Develop an 'Account Management' profile for key businesses
- Deliver an awards ceremony to recognise building and design excellence

OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

SUSTAINABLE ENVIRONMENT

To promote a sustainable environment

PROVIDE AN ATTRACTIVE AND SUSTAINABLE LOCAL ENVIRONMENT THAT LOCAL PEOPLE CAN ENJOY

- Further develop facilities at Gedling Country Park
- Improve the 'gateways' on key trunk roads into the borough, to enhance the local identity
- Enhance existing parks, play areas and open spaces
- Review the asset stock for community allotments
- Review the provision of public toilets

IMPROVE TRANSPORT INFRASTRUCTURE AND CONNECTIVITY

- Work with Nottinghamshire County Council to secure delivery of Gedling Access Road
- Develop in partnership sustainable transport links to reduce congestion and improve air quality
- Create a new network of walkways and cycleways around Gedling
- Work with the Metro Partners to bid for funds to extend the tram system to parts of the borough

CONSERVE, ENHANCE, PROMOTE AND CELEBRATE OUR HERITAGE

- Explore and develop plans for the Gedling Borough Heritage Way
- Improve governance of the borough's Heritage
- Work with owners of historic assets to seek funding
- Review two Conservation Area Appraisals
- Develop a register of non-designated heritage assets
- Explore the designating of Gedling Village as a conservation area

PROMOTE AND PROTECT THE ENVIRONMENT BY MINIMISING POLLUTION AND WASTE

- Increase levels of recycling and reduce contamination levels
- Reduce the council's use of single use plastics
- Promote and support community based 'clean up' initiatives
- Deliver the 'Big Spring Clean' campaign
- Deliver a Recycling Conference
- Reduce levels of residual waste collection

Plastic clever council



OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

HEALTHY LIFESTYLES

To promote the health and wellbeing of our residents

IMPROVE HEALTH AND WELLBEING AND REDUCE HEALTH INEQUALITIES

- Deliver the Health and Wellbeing Plan
- Review the pilot Selective Licensing Scheme and investigate new schemes in the borough
- Robustly inspect and work with food premises to improve the standards where required
- Develop a 'Quality Scheme' for safe places, health and food outlets

SUPPORT PHYSICALLY ACTIVE LIFESTYLES

- Develop a Sport and Physical Activity Strategy
- Develop an Investment Plan for our leisure facilities
- Develop investment opportunities into sport outreach programmes
- Maximise income generation at the leisure facilities

INCREASE RECREATIONAL ACTIVITIES AND USERS TO PARKS AND OPEN SPACES

- Target investment to improve parks and play areas
- Raise awareness of our local parks
- Review the Playing Pitch Strategy
- Develop an Open Space Strategy

REDUCE LEVELS OF LONELINESS AND ISOLATION

- Actively support Men in Sheds
- Develop a sustainable social prescribing programme
- Directly support local groups to tackle loneliness and isolation

Play area at Gedling Country Park



How we manage and measure our performance

These are the key performance indicators we will measure our performance against:

STRONG AND DYNAMIC COMMUNITIES

- Average length of time spent in temporary accommodation
- Average time to process new Housing Benefit claims
- Level of all Crime across Gedling Borough rate (per 1000 population)

HIGH PERFORMING COUNCIL

- Percentage of calls to the contact centre answered - 12 month rolling total
- Percentage of customers that are satisfied with the way the council runs things
- Working days lost due to sickness absence

VIBRANT ECONOMY

- Net additional homes provided
- Percentage of planning applications processed within target
- Number of long term empty homes in the borough returned to use as a result of Gedling Borough Council intervention

SUSTAINABLE ENVIRONMENT

- Percentage of surveyed streets with unacceptable levels of litter
- Residual household waste per household
- Percentage of household waste sent for reuse, recycling and composting

HEALTHY LIFESTYLES

- % of food premises scoring 4 or above in the national food hygiene rating scheme
- Number of visits to leisure centres
- Number of DNA members

New builds on the boundary of Gedling Country Park



All Hallows Church, Gedling

This is how we manage our performance:

Council Performance

Performance against the Gedling Plan is reported to Cabinet, Overview and Scrutiny Committee, every three months, and the Senior Leadership Team. It is monitored by Service Managers to assess progress and ensure we remain on course to deliver against our key priorities .

Service Performance

Service plans capture the key tasks that will deliver the Gedling Plan along with details of all activities planned for each service area. Performance against the service plan is monitored by the Service Manager and reported to the Director to assess progress and make sure the service is on target.

Individual Performance

Annual Performance Development Reviews capture individual staff members' contributions to the service plan and to the Gedling Plan.

Lake at Newstead Abbey



Financial Position



What we spend and how we spend it

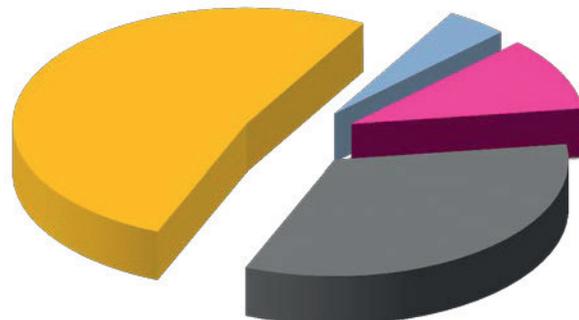
Every year we spend approximately £11.7 million on a wide range of services. We also administer £21 million in housing benefit payments for central government. Apart from the benefit payments we make, the main services we spend our money on are:

● Growth and Regeneration	£0.7m
● Resources and Reputation	£1.2m
● Public Protection	£1.4m
● Community Development	£1.5m
● Housing, Health and Wellbeing	£2.4m
● Environment	£4.5m



Where we get our money from

● Government Grant	£0.5m
● Reserves	£1.2m
● Business Rates	£3.9m
● Council Tax	£6.1m



Pressures we face

We have a long track record of delivering low cost, high quality services and our council tax charge remains lower than nearly two-thirds of other councils, we are making a commitment not to increase council tax for 2019/20. This year we continue to face significant pressures to deliver with reduced funding from central government. Since 2010 our grants from the Government have been reduced by 66% making us the 2nd worst affected council in England. Having been hit with a £5.8 million cut in money to spend on local services, the council is working hard to deliver efficiency savings to ensure our community continues to receive the high quality services it needs and deserves. Since 2014/15 the Council has approved a £5.2 million programme of efficiencies and this year has approved plans for a further £1.4 million over 2019/20 to 2022/23.

Budget 2019/20

There are plans for investment in the borough, including the continuing improvements to our major town centres which will now be supported by a new Town Centres and Markets Manager. Works are also planned to improve the offering at several of the council's leisure and parks facilities, including a much needed extension to the car park at the popular Gedling Country Park. We will also continue to improve the safety and cleanliness of our borough with the introduction of an additional Neighbourhood Warden and a new rapid response Cleansing Team.

Key achievements 2018-19

Arnold Carnival



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Tommy at Gedling Country Park

Achievements



Adoption of the Local Planning Document

The Local Planning Document, which was adopted on 18 July 2018, will work with the Aligned Core Strategy to shape future sustainable development across the borough to plan for new homes, jobs and infrastructure.

Tackling homelessness

To proactively reduce the number of people presenting themselves as homeless we have appointed two new Homelessness Prevention Officers and started a “Call B4 you serve” with other local authorities to help prevent landlords serving eviction notices. In addition we’ve started a new overnight service for emergency cases and continue to work with Framework and their outreach service.



CCTV investment

We have continued to invest in CCTV with two new cameras installed in the Arnold area to respond to community concerns. We have also invested in improved methods to transmit the images so that the pictures monitored in our control room are of the best possible quality.

World War 1 commemorations

We delivered a varied programme of events to commemorate the centenary of WW1. This involved committing funding to both strategic and local projects and providing a broad range of engagement activities for local people to participate in the borough’s remembrance of those who lost their lives in the Great War.



Construction in Gedling





Carlton Hub at Carlton Fire Station



Investment in Arnold

In 2018 Arnold Market was purchased by the council. The purchase of the market had been a long term plan for us with the aim of investing in the area to turn it into a place which local residents from Arnold and the surrounding areas can enjoy. Eagle Square has also been renovated as part of our ongoing plans to improve Arnold Town Centre.

Empty homes

As a result of employing a dedicated Empty Homes Officer, 43 long term empty homes have been brought back into use in the last 12 months. We will continue to work with local residents, landlords and land owners to build on this number and reduce the number of 'eye sore' properties in the borough and create much needed homes.



Single use plastic

A number of initiatives have been delivered by the council to tackle the problems of the use of single use plastics in the borough. Gedling Country Park's Café 1899 has become a Plastic Clever Café by removing single use plastic bags, replacing plastic cutlery and plastic straws and encouraging visitors to use refillable mugs and water bottles instead of throwing away plastic ones.

Cafe 1899, Gedling Country Park





View from Carlton



Delivery of Erasmus + programme

Work on the Erasmus+ European funded project, came to a close during 2018 and has delivered support to 98 businesses in the borough over the two year project life and has supported 87 apprenticeship starts.

Dynamic Council

We continue to progress our Dynamic Council Programme. A number of digital enhancements have been introduced under the Digital Strategy to make our website more interactive and improve in-house processes. In a year, we have seen the number of customer transactions via our website double. To support our Commercialisation Strategy, a new Advertising and Sponsorship Policy has been approved.



Record levels of attendances at leisure centres and the Bonington Theatre

Swimming lessons have seen an increase in participation and levels of subsidy have reduced following the launch of the new extended Learn to Swim Pathway, including the redesign of the baby and pre-swim school offer and introduction of disability swimming lessons for children over 4 years old at Carlton Forum. Attendance targets have been exceeded at Bonington Theatre with an extremely popular wide-ranging, mixed programme of performances and an expanded cinema offer.





View from Gedling Country Park



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