

# Public Document Pack



## **Democratic Services**

Civic Centre, Arnot Hill Park  
Arnold, Nottingham NG5 6LU

Main number: 0115 901 3901

Please ask for: Democratic Services

Direct Dial: 0115 901 3910

Date: 13 February 2020

Dear Councillor

### **CABINET - THURSDAY 13 FEBRUARY 2020**

I am now able to enclose the following document for the agenda of Cabinet due to take place on Thursday 13 February 2020

<b>Agenda No</b>	<b>Item</b>
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- |    |                                                   |
|----|---------------------------------------------------|
| 8. | <b><u>Gedling Plan 2020/21 (Pages 3 - 22)</u></b> |
|----|---------------------------------------------------|

Yours sincerely

Democratic Services  
Encs

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# GEDLING PLAN

2020-2023

Serving people **Improving Lives**



Arnot Hill Park

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# Introduction

We have lots to be proud of as a Council and as a borough, and it gives me great pleasure to introduce the Gedling Plan for 2020-23. This Plan sets out Gedling Borough Council's vision for the future, our priorities and our actions over the next 3 years, all of which support our ethos of 'Serving People, Improving Lives'. Despite the challenges we face, the Plan sets out an ambitious programme of activity to ensure the borough continues to be a place where people choose to live, do business and spend their time.

Feedback from residents in our 2019 Satisfaction Survey tells us that we are delivering good council services, with 82% being satisfied with the local area as a place to live, and 68% were satisfied with the way the Council runs things. Gedling has also recently been listed in the top 50 places to live in a recent Halifax Quality of Life survey.

For many of our residents, the day to day services we provide such as recycling and refuse collection, keeping the place clean and maintaining our open spaces and play areas matter the most, and we will continue to maintain our high standards. Our strong track record of delivery and partnership working enables us to continue to be an ambitious Council and strive to deliver better outcomes for everyone.

The Council plays an important strategic role in developing and shaping the future of the borough for our residents and businesses. This is why we remain committed to promoting and stimulating economic growth, delivering much needed housing, creating vibrant town centres, and protecting and supporting the most vulnerable in our communities. We are also deeply committed to playing our part in tackling the climate emergency and making progress towards meaningful carbon reduction in our borough.

Like all Councils, we are faced with an extremely difficult financial challenge. More and more people are in need of our services at a time when our funding from government has been drastically cut. We are now the worst affected Council in the country when it comes to the government's own statistics of core spending power, and are now reliant on locally generated income to provide the necessary resources that pay for our services. This means that we will have to continue to make difficult decisions about our future operations and spending plans. We want to continue to provide good quality services, and will use technology and smarter ways of working to continue to provide the value for money and customer-focussed services our residents need.

Despite these challenges, we remain committed to delivering this Plan for our communities. It articulates our strategic vision, it sets out priorities that matter to residents in our borough, it will make a positive difference to our local communities and businesses, and it will be at the heart of our programme for the next 3 years.



**Cllr. John Clarke**  
Leader of the Council



# About the borough and the people we serve



Arnold Town Centre

## About the borough

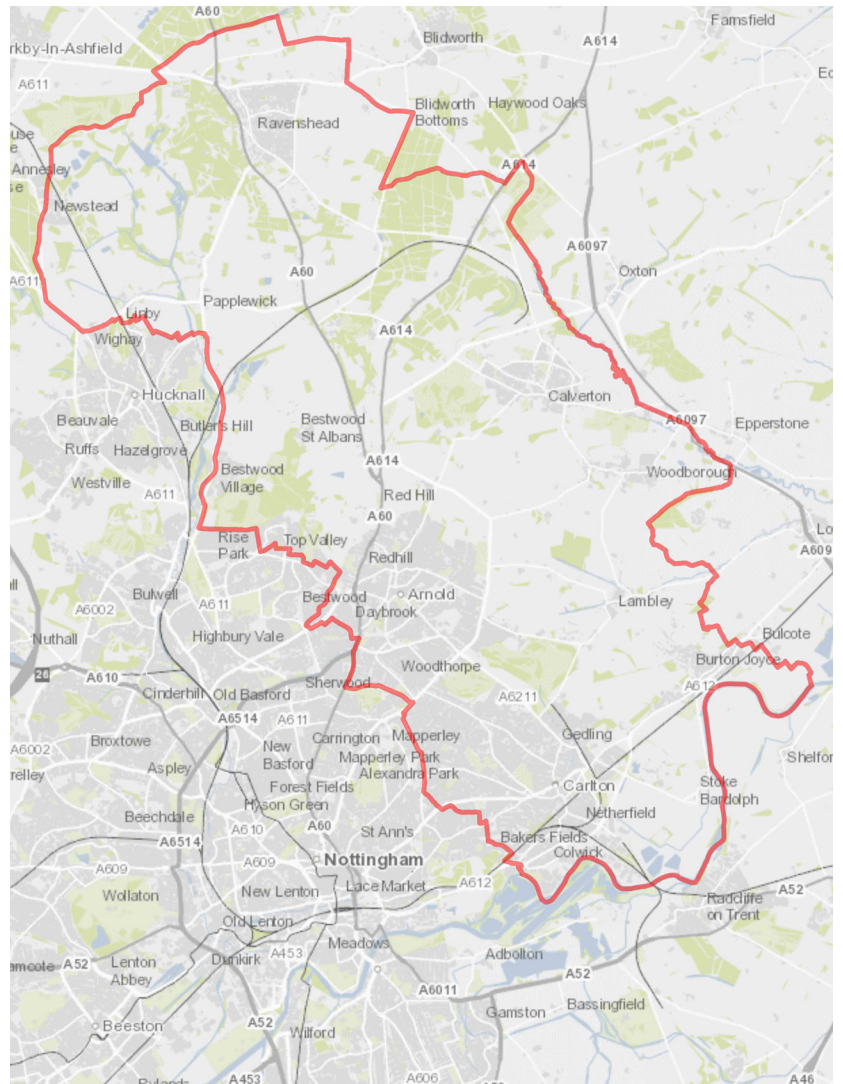
Gedling borough lies adjacent to the boundary of the City of Nottingham and covers 120Km<sup>2</sup>

The latest estimated population is 117,800

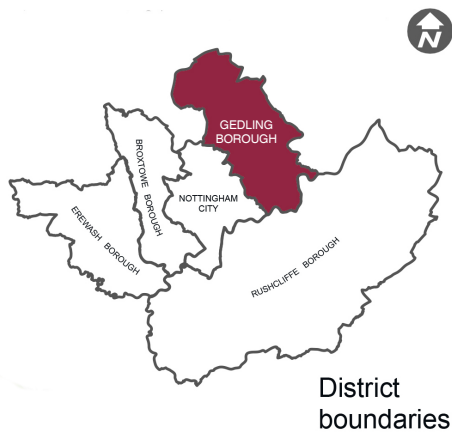
We have just over 53,000 households

Life expectancy is higher than the national average at 80.1 years for males and 83.0 years for females

Around 5,000 businesses are based in Gedling



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District boundaries

2019 Arnold Christmas Market





# Vision, Ambition, Values and Priorities





Pride of Gedling Awards

## 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 services**

**A co-operative council that listens to, involves and responds to the concerns of its citizens, partners and employees**

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

**A caring and 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**

Gedling Country Park





Cafe 1899 Heritage wall

## Our Priorities

### **COHESIVE, DIVERSE AND SAFE 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

Volunteers working on a new mural at Arnot Hill Park



## OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

# COHESIVE, DIVERSE AND SAFE COMMUNITIES

To promote strong, resilient communities and reduce hardship and inequality

	Year 1	Year 2	Year 3
<b>PROMOTE AND ENCOURAGE PRIDE, GOOD CITIZENSHIP AND PARTICIPATION</b>			
<ul style="list-style-type: none"> <li>Deliver a programme of community events and youth activities reflecting Gedling Plan priorities</li> <li>Develop and implement a sustainable plan for our existing Community Centres</li> <li>Develop, engage and support the voluntary sector to increase participation</li> <li>Continue to support the Interfaith forum, Gedling Senior's Council and Youth Council and develop new community leadership forums</li> <li>Deliver the annual Pride of Gedling Awards</li> <li>Undertake targeted youth engagement to seek their views in order to influence provision of services</li> <li>Prepare and plan for an event to mark the 50th anniversary of the creation of GBC and the 200 years anniversary of Lord Bryon</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>REDUCE POVERTY AND INEQUALITY AND PROVIDE SUPPORT TO THE MOST VULNERABLE</b>			
<ul style="list-style-type: none"> <li>Work with local organisations to improve people's life chances and reduce levels of poverty</li> <li>Deliver improvements to the standard and of availability of temporary accommodation</li> <li>Coordinate the supported internship programme</li> <li>Identify and deliver key interventions to prevent homelessness and rough sleeping</li> <li>Ensure equality implications are considered as part of project development and decision making</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>IMPROVE SOCIAL MOBILITY AND LIFE CHANCES</b>			
<ul style="list-style-type: none"> <li>Establish a Gedling Social Mobility Commission to improve the life chances and opportunities of young people</li> <li>Deliver and implement the Social Mobility Action Plan</li> <li>Identify and facilitate delivery of key interventions in agreed locality areas</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>REDUCE ANTI-SOCIAL BEHAVIOUR, CRIME AND THE FEAR OF CRIME</b>			
<ul style="list-style-type: none"> <li>Work with partners to use innovative approaches to bring about a reduction in crime and anti-social behaviour</li> <li>Seek successful prosecutions and enforcement action for dog fouling, anti-social behaviour and against those that fly-tip waste</li> <li>Invest in new and existing CCTV in priority hot spots</li> <li>Work with the Police and Crime Commissioner to establish an additional Neighbourhood Policing Team</li> <li>Develop the Council's approach to licensing regulation and enforcement</li> <li>Work with partners to promote and develop support for Neighbourhood Watch</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>

2019 Pride of Gedling winner, Florence Orchard



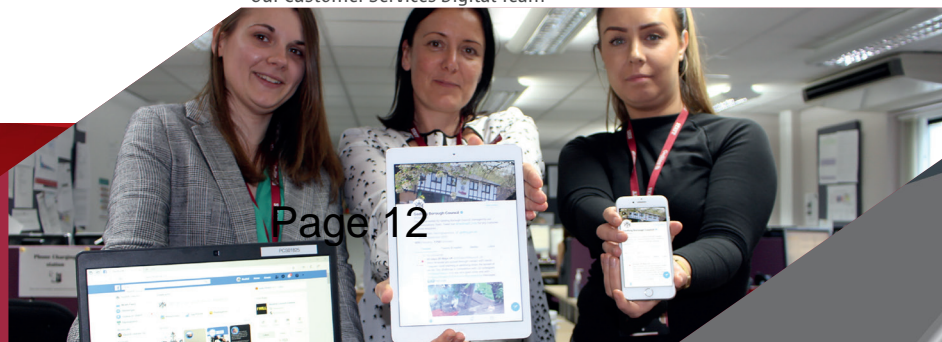
## OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

### HIGH PERFORMING COUNCIL

To be a high performing, efficient and effective council

	Year 1	Year 2	Year 3
<b>IMPROVE THE CUSTOMER EXPERIENCE OF ENGAGING WITH THE COUNCIL</b>			
<ul style="list-style-type: none"> <li>■ Engage in local government restructuring debate to ensure local services are maintained and the voice of our residents is heard</li> <li>■ Undertake a residents' satisfaction survey to seek the views of residents to improve council services</li> <li>■ Create a welcoming and vibrant reception at the Civic Centre</li> <li>■ Strengthen the working arrangements with the Department for Work and Pensions, to improve advice and support for our residents</li> <li>■ Create and implement a Communication Strategy and plan</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li></li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li></li> <li></li> <li></li> <li></li> </ul>
<b>PROVIDE EFFICIENT AND EFFECTIVE SERVICES</b>			
<ul style="list-style-type: none"> <li>■ Develop and deliver a new efficiency programme in order to secure a balanced budget in the medium term</li> <li>■ Continue to maximise the Council's commercial investment opportunities</li> <li>■ Develop and implement a strategy to maximise current income streams and identify new income opportunities</li> <li>■ Continue to implement the Demand Management Strategy</li> <li>■ Implement the requirements of the financial management code to deliver effective longer term financial planning</li> <li>■ Identify further management savings to ensure continuing investment in front line services</li> <li>■ Carry out a Local Government Association Peer Review and agree and implement an improvement plan</li> <li>■ Explore delivery models in partnership with other local authorities and public bodies</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li></li> <li>●</li> <li></li> <li></li> <li></li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li></li> <li></li> <li></li> <li></li> <li></li> <li>●</li> </ul>
<b>MAINTAIN A POSITIVE AND SUPPORTIVE WORKING ENVIRONMENT AND STRONG EMPLOYEE MORALE</b>			
<ul style="list-style-type: none"> <li>■ Continue to implement the Agile Working Strategy</li> <li>■ Develop and implement strong, fair employment policies</li> <li>■ Support provision of training in order to maintain a skilled, competent and confident workforce</li> <li>■ Complete the Constitution review to continue to support good governance</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li></li> </ul>
<b>IMPROVE USE OF DIGITAL TECHNOLOGIES</b>			
<ul style="list-style-type: none"> <li>■ Review and implement a new Digital Strategy</li> <li>■ Continue to invest in digital Infrastructure</li> <li>■ Develop and implement a new ICT Strategy</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>

Our Customer Services Digital Team



## 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

ENSURE A ROBUST STRATEGIC DEVELOPMENT FRAMEWORK IS IN PLACE	Year 1	Year 2	Year 3
<ul style="list-style-type: none"> <li>■ Work with partners to review the Aligned Core Strategy</li> <li>■ Review and implement a Housing Needs assessment</li> <li>■ Put in place and keep up to date an appropriate suite of Planning guidance</li> <li>■ Review the Community Infrastructure Levy policy</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
PROVIDE MORE HOMES			
<ul style="list-style-type: none"> <li>■ Identify and facilitate the delivery of the identified housing priorities</li> <li>■ Drive the delivery of key housing sites</li> <li>■ Identify the opportunities for redeveloping vacant or underused sites for new affordable homes and temporary accommodation</li> <li>■ Explore the development of additional houses across the borough through appropriate models</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
DRIVE BUSINESS GROWTH, WORKFORCE DEVELOPMENT AND JOB OPPORTUNITIES			
<ul style="list-style-type: none"> <li>■ Support schools to prepare young people for work through career/interview skills days or 'Prepare local people for work'.</li> <li>■ Work with partners and local businesses to provide training opportunities for residents through apprenticeships, jobs, work experience placements and specialist events</li> <li>■ Extend delivery of the Compact Agreement with Nottingham Trent University through provision of student work placements and project opportunities</li> <li>■ Work with the Department for Work and Pensions to deliver Mentoring Circles to local unemployed people</li> <li>■ Support delivery of a local industrial strategy including playing an active role in D2N2/LEP</li> <li>■ Identify opportunities to redevelop vacant or underused land for employment uses</li> <li>■ Facilitate growth and inward investment across the Borough</li> <li>■ Provide targeted business support to small and medium businesses across the borough</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
CREATE THRIVING AND VIBRANT TOWN AND LOCAL CENTRES			
<ul style="list-style-type: none"> <li>■ Facilitate delivery of the key strategic interventions in Arnold town centre, including Arnold Market</li> <li>■ Identify and facilitate delivery of the strategic interventions in our local centres, including the Carlton Square development</li> <li>■ Create a programme of events and festivals to increase footfall in our Town Centres and High Streets</li> <li>■ Implement a Car Parking strategy</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>

Chase Farm Housing Development



## OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

# SUSTAINABLE ENVIRONMENT

To promote a sustainable environment

<b>PROVIDE AN ATTRACTIVE AND SUSTAINABLE LOCAL ENVIRONMENT THAT LOCAL PEOPLE CAN ENJOY</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<ul style="list-style-type: none"> <li>■ Develop and implement a long term strategy for the improvement of Gedling Country Park</li> <li>■ Develop and implement a plan to enhance existing parks and open spaces</li> <li>■ Review the asset stock for Allotments to meet current and future demand</li> <li>■ Review and develop availability and quality of Council public toilets</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li></li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li></li> <li></li> </ul>
<b>IMPROVE TRANSPORT INFRASTRUCTURE AND CONNECTIVITY</b>			
<ul style="list-style-type: none"> <li>■ Work with the County Council to ensure completion of the Gedling Access Road to support growth</li> <li>■ Deliver in partnership sustainable transport links to reduce congestion and improve air quality including the tram extension, bus park and ride etc.</li> <li>■ Create a new network of walkways and cycleways around the borough</li> <li>■ Work with the Metro Partners and D2N2 to secure funds for key infrastructure priorities</li> <li>■ Ensure delivery of new technology infrastructure such as electric charging points, 5G and broadband</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li></li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
<b>CONSERVE, ENHANCE, PROMOTE AND CELEBRATE OUR HERITAGE</b>			
<ul style="list-style-type: none"> <li>■ Explore and further develop plans for the Gedling Borough Heritage Way</li> <li>■ Work with owners to identify and secure opportunities for external funding for key historic assets</li> <li>■ Ensure appropriate Conservation Area coverage and keep under review</li> <li>■ Plant 500 UK native trees across the borough to mark the lead up to the 50th Anniversary of the creation of Gedling Borough</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>
<b>PROMOTE AND PROTECT THE ENVIRONMENT BY MINIMISING POLLUTION AND WASTE AND BECOMING CARBON NEUTRAL</b>			
<ul style="list-style-type: none"> <li>■ Develop and implement a Carbon Reduction Strategy aligned with key partners across the borough</li> <li>■ Produce and implement a practical and robust borough wide action plan to tackle a climate emergency</li> <li>■ Approve and implement a plan of action to increase levels of recycling and reduce contamination levels and levels of residual waste</li> <li>■ Promote and support community based 'clean up' initiatives including the seasonal big clean events</li> <li>■ Maintain the Council's commitment as a 'Plastic Clever Council'</li> <li>■ Make arrangements to offer every household one free bulky waste collection every year and provide additional waste collection at Christmas</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>

Volunteers planting trees at Gedling Country Park



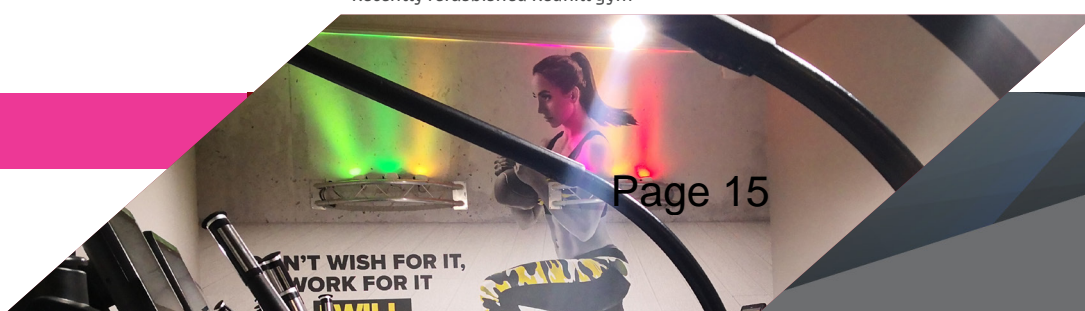
## OUR PRIORITIES AND HOW WE PLAN TO ADDRESS THEM

### HEALTHY LIFESTYLES

To promote the health and wellbeing of our residents

IMPROVE HEALTH AND WELLBEING AND REDUCE HEALTH INEQUALITIES	Year 1	Year 2	Year 3
<ul style="list-style-type: none"> <li>Maintain active involvement in the County wide Health and Wellbeing board, South Nottinghamshire Integrated Care System and continue to support delivery of the approved Health and Wellbeing Plan.</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Review the pilot Selective Licensing Scheme and investigate new schemes in the borough</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Develop and roll out a 'Quality Scheme' for safe places, health and food outlets</li> </ul>	●		
<ul style="list-style-type: none"> <li>Working with key partners develop and implement a plan to address the impact of alcohol related harm in the Borough</li> </ul>	●	●	
SUPPORT PHYSICALLY ACTIVE LIFESTYLES			
<ul style="list-style-type: none"> <li>Agree and implement a range of actions to deliver the approved Sport and Physical Activity Strategy</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Review options for improving our Leisure facilities</li> </ul>	●		
<ul style="list-style-type: none"> <li>Develop investment opportunities into sport and physical activity outreach programmes</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Explore options and introduce a 'Swimming Passport' providing access &amp; opportunity for free swimming sessions for under-16s and over 65s</li> </ul>	●		
<ul style="list-style-type: none"> <li>Explore the options and implement a 'Gedling Forces Leisure Card' for all serving and retired armed forces personnel</li> </ul>	●		
INCREASE RECREATIONAL ACTIVITIES			
<ul style="list-style-type: none"> <li>Develop and implement a plan to enhance and seek external funding for existing play areas</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness of and maximise usage of our local parks, play areas and open spaces</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Deliver the Playing Pitch Strategy</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Work with target groups and community organisations to maximise investment opportunities for the Bonington Theatre and Cinema to increase attendance and improve visitor experience</li> </ul>	●	●	●
REDUCE LEVELS OF LONELINESS AND ISOLATION			
<ul style="list-style-type: none"> <li>Develop and work with key stakeholders to embed a sustainable social prescribing programme across the borough</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Directly support local groups to tackle loneliness and isolation</li> </ul>	●	●	●
<ul style="list-style-type: none"> <li>Implement the action plan to deliver the Council's commitment to the Mental Health Concordat</li> </ul>	●	●	
<ul style="list-style-type: none"> <li>Directly work with groups to support those affected by dementia</li> </ul>	●	●	●

Recently refurbished Redhill gym





# How we measure and manage our performance





Gedling Borough Council Civic Centre

## How we manage and measure our performance

### **Performance Indicators**

Each year Cabinet will agree the key strategic performance indicators we will measure our performance against. Service Plans will capture the key operational performance indicators for each service area.

### **Council Performance**

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

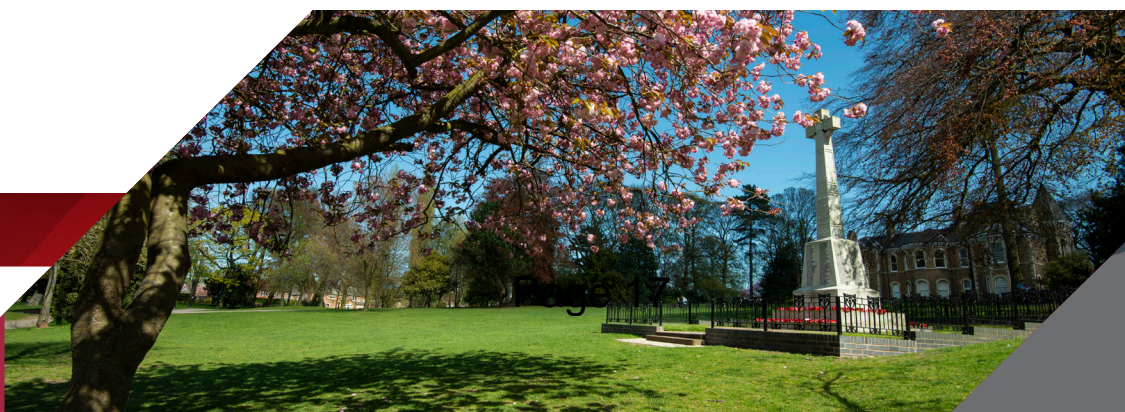
### **Service Performance**

Service plans capture the key departmental 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.

Arnot Hill Park



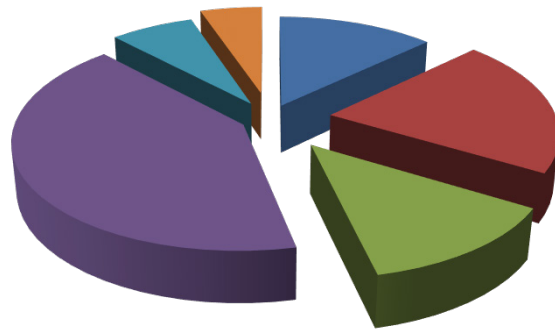
# Financial Position



## What we spend and how we spend it

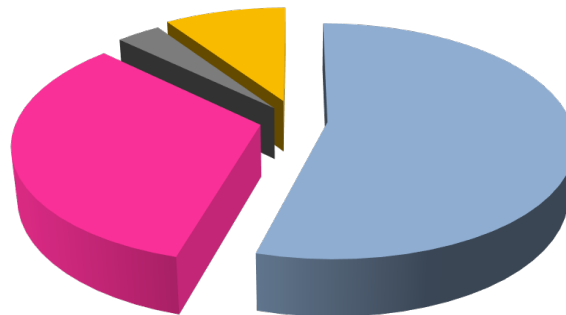
Every year we spend around £11.6 million on a wide range of services. We also administer £18 million in housing benefit payments for central government. Apart from the benefit payments we make, the main areas we spend our money on are:

Community Development	£1.5m
Housing Health and Wellbeing	£2.4m
Public Protection	£1.5m
Environment	£4.8m
Growth and Regeneration	£0.8m
Resources and Reputation	£0.6m



## Where we get our money from

Council Taxpayers	£6.3m
Business Rates	£3.8m
Government Grant	£0.4m
Reserves	£1.1m



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. The next 3 years will see us continue to face significant pressures to deliver our services with reduced funding from central government. Since 2010 our grants from the Government have been reduced by 65% making us the 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 £6.5 million programme of efficiencies with £1.9m remaining to be delivered between 2020/21 and 2022/23. We work hard to demonstrate a balanced medium term financial plan, and our projections are that we will have a surplus on balances at 31 March 2023.

Despite the difficulties of having to find this money, there are plans for investment in the borough, including the continuing improvements to our major town centres

which will be complemented by a programme of town centre events and festivals. Works are also planned to improve the offering at several of the Council's parks and play areas, including further development at the ever popular Gedling Country Park.

Ensuring an increase in the supply of suitable housing remains a priority for the Council. We will continue to work with landlords to ensure acceptable housing standards in the private rented sector through the extension of our Selective Licencing Scheme, as well as developing our own affordable and temporary accommodation on our own sites in the borough.

We will also seek to improve the safety and cleanliness of our borough by investing in CCTV in priority hotspots, offering one free bulky waste collection for each household and supporting community based 'clean up' initiatives. We will maintain our commitment as a Plastic Clever Council and supplement that with new capital investment in Carbon Reduction initiatives and a commitment to plant at least 500 native trees every year.



# Vision for the Future

## Vision for the Future

By 2023 the Council will have significantly rebalanced its budget which will mean how services are delivered will change. Tough decisions regarding service delivery have already been made, following the reduction of £5.8m of government grant over the last ten years. We will continue to look at ways to further reduce the council's costs to ensure that the budget we have in place best meets the needs of our borough and the communities we serve. We will also ensure services are commercially minded and that we maximise the returns from our assets.

Going forward the Council will continue to be a key enabler of improvements to the borough. Working collaboratively with our communities, public sector partners, voluntary organisations, schools, universities and businesses we will shape services that deliver real and sustainable improvements to people's lives. This will instil a strong sense of pride for all to reduce inequalities and make Gedling a healthy borough.

Our guiding principles regarding our use of resources and placing the customer first in all that we do will shape our future Council. We will use new technologies and ideas to deliver innovation and increase efficiency. This includes continuing to expand online services, improve processes and use data to design more intelligent ways of working.

We will continue to support national priorities around housing delivery. The borough has experienced sustainable growth, with 7,250 new homes developed since 2011, creating attractive locations in many areas previously in need of regeneration. A key priority for the Council is to boost the supply of new homes, to provide good quality homes to rent, to reduce homelessness, and to tackle the housing waiting list.

Improved transport connectivity is vital to the borough, and we aspire to see an extension of the Nottingham tram into Gedling, and a fourth road crossing built across the River Trent. We also expect our communities to see the roll-out of high speed broadband and high quality mobile connectivity across the borough. The Council will continue to invest in our town centres to improve their vitality and viability for future generations to enjoy.

The new Environment Bill will pose some difficult challenges for all local authorities to deliver, but Gedling is committed to becoming carbon neutral by 2030. This will include examination of our own operations, the collection and recycling of waste streams across the borough, and the development of new communities and neighbourhoods which embrace the highest design and environmental standards.

Chase Farm Housing Development overlooking Gedling Country Park





View from Gedling Country Park



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