

Gedling Plan

2018-2019

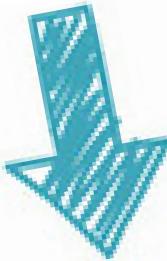
(Updated March 2018)



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01 | Introduction



Welcome to the latest update of the Gedling Plan covering the period 1 April 2018 to 31 March 2019. The plan sets out how the Council and its partners intend to:-

- Improve the lives of people who live in Gedling
- Support local businesses
- Provide high quality and excellent value for money public services

The plan maintains our focus on creating more homes. At the time of writing, the first phase of new houses at the former Gedling Colliery has just been launched and this will be supported by the long-awaited Gedling Access Road, construction of which will begin later this year. Major improvements are planned for Arnold Market and Carlton Square and we'll be continuing with our programme of improvements to local parks, playgrounds and leisure centres. We also know that many local residents enjoy the wide variety of community events that we provide and again, we'll be offering a varied programme, including Commemoration of the end of the First World War and the right of women to vote in the UK.

For many residents and businesses, it's the day to day services such as refuse collection, street cleaning and maintenance of green spaces that matter the most. For others, it's help with finding a home, getting a job, dealing with debts, coping with loneliness or assistance with challenging neighbours. It's a huge frustration that our money available to spend on local services continues to be reduced - amounting to a 66% cash reduction or £5.9 million over a 9 year period. However, we'll continue to do our very best to balance what are often competing and increasingly complex needs and to find new and more efficient ways of working.

We're extremely privileged and fortunate, therefore, to be supported by many amazing local organisations that make such a vital contribution to community life in Gedling. Our plan is rightly ambitious for the people and businesses of Gedling but undeliverable without their support and that of a range of other public and private sector partners. We look forward to continuing our excellent working relationships with them and to turning the plan into reality.

If you have any comments, questions or ideas, please get in touch. We'd love to hear from you. We'll be reviewing and publicising our progress on a regular basis and you can keep up to date with this through our website www.gedling.gov.uk



John Clarke
Leader



John Robinson
Chief Executive

About Gedling Borough

02

The people and the place that we serve



Gedling borough lies on the outskirts of Nottingham City and covers 120 km²

Latest estimated population is 116,500



Just over 53,000 households



Just under 9% of our population is from black/minority ethnic groups

20,600 young people aged 0-15 years



Increasingly ageing population – 23,500 people are aged over 65 - 45% of these are aged over 75



51% of our residents are female

Around 5,000 businesses are based in Gedling



Life expectancy is higher than the national average at 80.3 years for males and 83.2 years for females

About Gedling Borough

03

The services we provide



At Gedling Borough Council we:

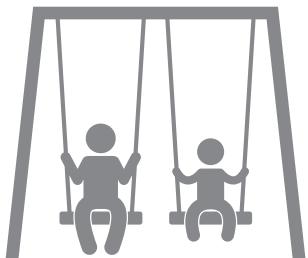


Manage an annual budget of **£12.1 million**

Empty **60,000** bins and **13,000** glass recycling boxes each week



Manage **35** parks and **32** play areas



Handle just over **8,500** Housing Benefit claims each year

Clean 578 km of roads

Collect over **1,383Kg** of litter from our streets each year



We also...

03

The services we provide



**Provide
1,115 public
car parking
spaces**

**Deal with around
660 planning
applications each
year**

Welcome just under 950,000 visitors to our leisure centres each year



Help around 200 individuals at risk of becoming homeless resolve their situation each year



Carry out around 400 environmental health inspections of food premises each year



Have over 800 licenced taxi drivers

Handle approximately 180,000 telephone calls to our contact centre each year



Issue approximately 80 disabled facilities grants each year



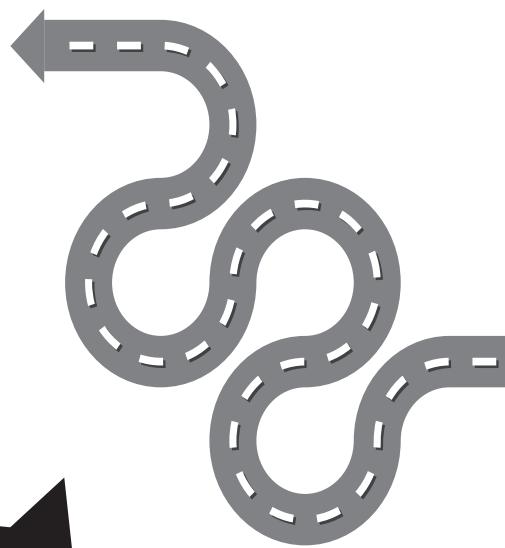
Assist 30,000 customers each year through the Council's customer services team

About Gedling Borough

04

What matters most
to our residents

In the 2017 Gedling Conversation our residents told us that these are the most important things to them:





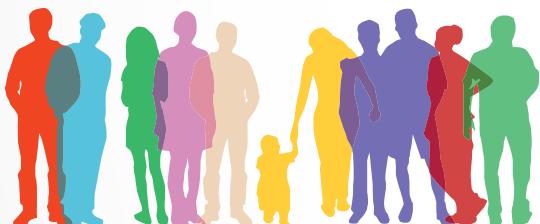
Although we are responsible for a large number and wide range of local services, many of the things that matter to residents are the responsibility of others. Things like GP waiting times, the condition of roads and pavements and the quality of local schools. Therefore, **we do not limit our interest to only those services we are directly accountable for but rather seek to make a difference in all aspects of community life.** In other words, at the centre of what we do is:

“Serving People, Improving Lives”

Our Vision

What we're aiming to create

We aspire to be regarded as a great 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.



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

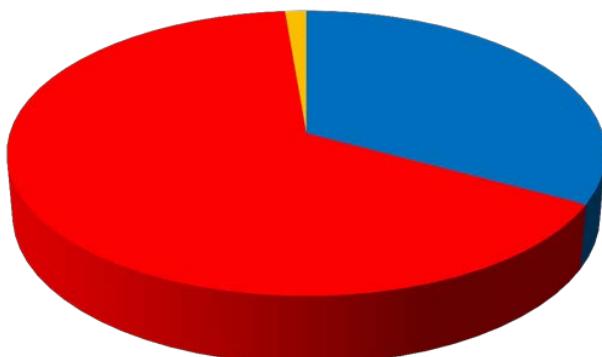
A **considerate Council** that recognises and respects difference and is sensitive to the impact of its actions on others

Our Values



Our Councillors

We have 41 Councillors
representing 19 wards



25

Labour

15

Conservative

1

Liberal
democrat

The Cabinet

Our Cabinet has a Leader and six Cabinet members. They are all members of the majority Labour Group. Each Cabinet member has responsibility for a portfolio of services and activities and has the authority to make decisions within their area of responsibility. The Leader of the opposition group attends Cabinet meetings. He/she can participate in discussions but can't vote.

Full Council and other Committees

A number of committees deal with specific business areas of the Council such as Planning and Licensing.

Overview and Scrutiny Committee holds the Cabinet to account, the Audit Committee oversees financial propriety and the Standards Committee promotes high standards of conduct by Councillors.

Council, Cabinet and committee meetings are held at the Civic Centre and almost all are open to the public. You can find the dates of all the meetings at <https://democracy.gedling.gov.uk>

Other representatives

There are also 2 MPs and with effect from May 2017, 9 County Councillors representing our residents.



Our Staff



Our Partners

We want the best for our residents but we can't achieve this on our own. The things that make for a good quality of life – like decent housing, good schools, a safe environment and healthy lifestyles – are things the Council looks to secure in partnership with others such as Parish Councils, Nottinghamshire Police, Gedling Homes and Nottingham North and East Clinical Commissioning Group.

Key partners from across the public, private and voluntary sectors come together to ensure service

provision is co-ordinated and these include the South Notts Community Safety Partnership and exist to ensure a co-ordinated approach to the provision of services. These include the Employment and Skills group, South Nottinghamshire Crime and Disorder Partnership and the Developers' and Landlords' Forums.

We also work with Gedling Youth Council and Gedling Seniors Council to ensure young and older people have the opportunity to inform and influence the Council's decision making process.

07

How we're doing

In the 2017 Gedling Conversation we asked residents' opinions on how we're doing

83%

of households who responded are satisfied with their local area as a place to live

66%

of households who responded are satisfied with the way Gedling Borough Council runs things

84%

of households who responded are satisfied with our waste and recycling service

71%

of households who responded feel well informed about Gedling Borough Council and what we do

77%

Of households who responded are satisfied with the quality of parks and open spaces

73%

of households who responded are satisfied with the ways they can contact Gedling borough Council

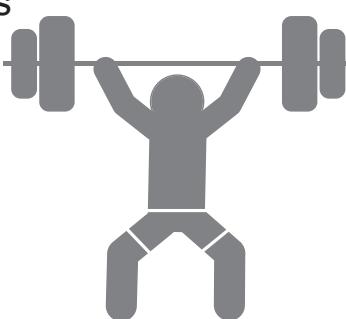


07

How we're doing



Membership of DNA fitness scheme increased by **33%** since 2012



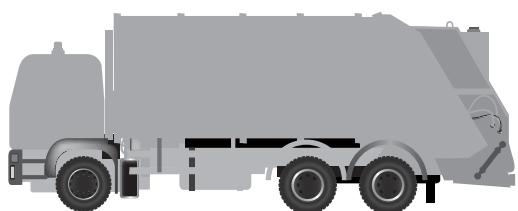
Recorded anti-social behaviour dropped by **15%** since 2015

We see over **89%** of our one stop customers within **15 mins**

Just under 21,300 of our residents exercise regularly



We reuse, recycle and compost over **38%** of household waste



We collect over **540kg** of waste from each household each year

Number of days taken to process new Housing Benefit and Council Tax Benefit claims has reduced from 8.3 days to **5 days** since 2010

The number of swimming lessons we provide has increased from 1400 to **2000** per week.

08 | Financial Position

What we spend and how we spend it

We spend around £12.1 million a year on an ongoing basis on a wide range of services. We also administer around £23.7 million in housing benefit payments for national government. Apart from the benefit payments we make, the main areas we spend our money on are:



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 made a commitment not to increase council tax for 2016/17, but due to further government grant reductions a Council tax increase of 3.16% the maximum allowed for 2018/19 is required to help balance the budget.

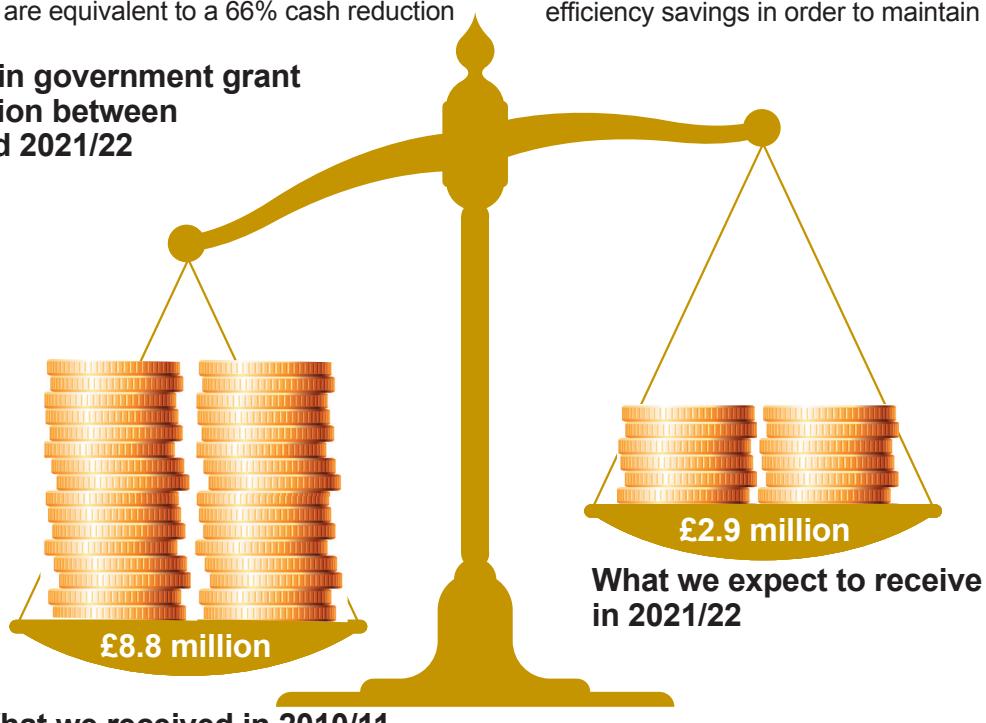
Pressures we face

In recent years, we have faced the largest reductions in funding from central government in living memory and we now expect even more to come. Over the period 2011/12 to 2015/16 we faced government grant reductions (including the New Homes Bonus) of £1.9 million with a further grant reduction of £4.0 million expected over the period 2016/17 to 2021/22. The total grant reductions of £5.9 million are equivalent to a 66% cash reduction

over a 9 year period. According to the Government's Core Spending Power Review, this will place us in the top 10 worse affected local authorities in the country.

The grant reductions have occurred at a time of increasing demand for our services, reducing income levels and inflationary pressures caused by the economic downturn, so we have had to significantly increase our delivery of efficiency savings in order to maintain services levels.

Reduction in government grant of £5.9 million between 2010/11 and 2021/22



08 | Financial Position



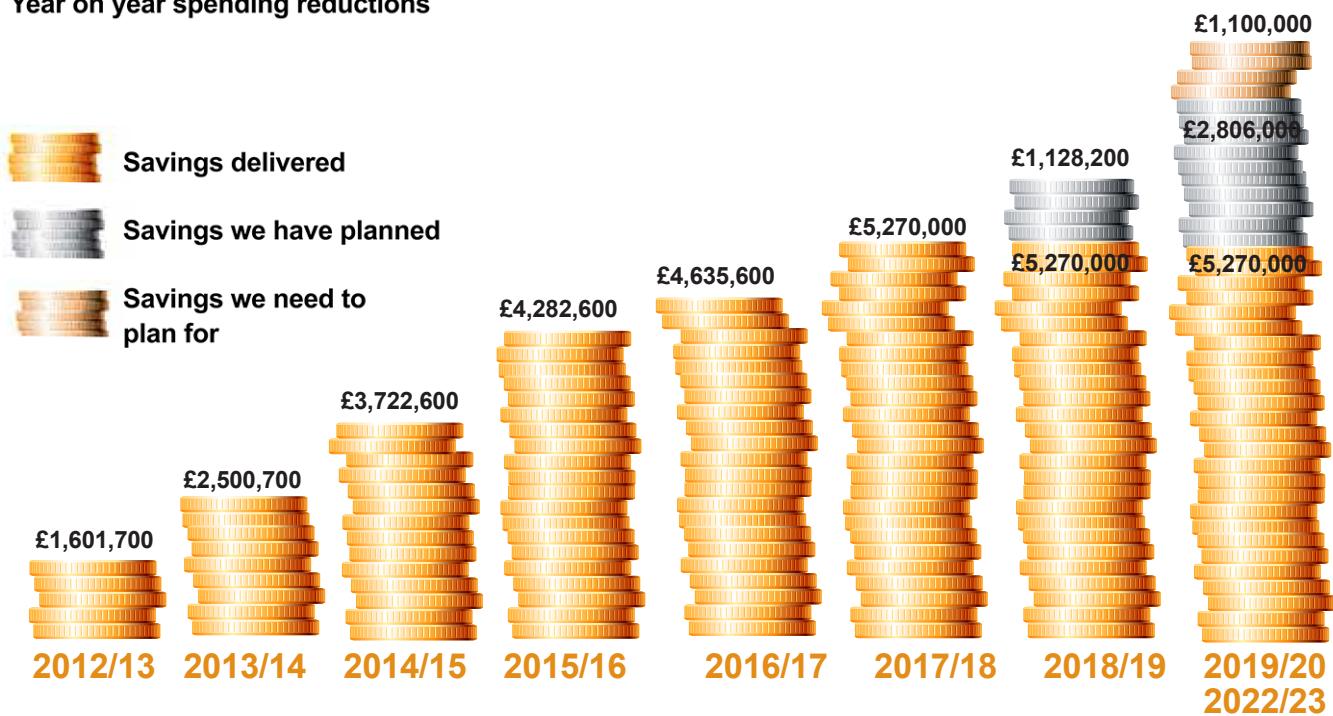
How we have made budget reductions and what further reductions we need to make

The Council has been successful in delivering £5.3m of spending reductions since 2010/11. So far the majority of our spending reductions have been achieved through efficiency savings and new income generation with only a minor amount of service cuts being required. Since 2011/12 there have been: 4 senior management restructures saving over £450k; numerous working practice reviews saving £2.2m mainly in staffing costs; improved supplies purchasing contracts saving £650k; new income generation of over £850k and improved asset utilisation of £375k. Some cuts have also been necessary

with: £500k removed from discretionary leisure activities and parish grants; £150k saved from the discontinuation of summer refuse collection service and; £75k saved by reducing grass cutting frequencies.

We already have plans in place for a further £2.8m reduction over the period 2018/19 to 2022/23 already in the budget. However, to balance the budget we still need to reduce our spending further so a target of £1.1m has been set. This means that further difficult decisions lie ahead.

Year on year spending reductions



We will continue to work hard to develop robust plans during 2018/19 to reduce our spend further which means that further difficult decisions lie ahead. Working with a variety of partners, we will strive to deliver the best we can for our residents, although we recognise that a significant number of our public sector partners are also facing significant budget pressures and changing roles.



PEOPLE

Context

Whilst some parts of Gedling Borough are relatively prosperous, there are pockets of deprivation. Some areas of the borough fall within the 10% of most deprived areas in England and child poverty stands at 30% in some wards. Adult obesity is higher than the national average and childhood obesity is increasing. There is also a higher than national average number of mothers smoking at the time of giving birth. We have an increasingly elderly population; predictions indicate there will be a 77% increase in the number of over 80 year olds by 2021. These factors present challenges in targeting appropriate support and we will continue to work closely with Job Centre Plus, NHS Clinical Commissioning Group and other partners.

Following a number of years of reductions in crime levels across Gedling since 2014/15 and in line with national trends, increases have been experienced. Whilst some of this increase can be attributed to Police and Home Office recording practice changes, genuine increases in the number of crimes being committed is now occurring. Across Gedling certain crime categories for example theft, assault and burglary are increasing and Council staff are developing new plans with the Police and partner colleagues to reverse the current trends.

Our strong working relationship with the Alzheimer's Society and Age UK will continue as we plan to support those affected by dementia.

What we've done

Gedling Seniors' Council launched

Following the Gedling Seniors Council launch at a joint conference with the County Council's Older Persons Advisory Group and Age UK at the end of March, an inaugural meeting of the new organisation was held on Friday 16 June in the Council Chamber. The meeting was well attended by grass roots older persons groups, wider charities supporting the older community in Gedling and individuals from the older community. Groups represented included the Netherfield Senior Citizens group, Asian Elders, Caribbean Elders, Spinning Yarns older arts project, Gedling based U3A divisions, Age concern and Age UK.

New Redhill 3G football pitches

The Redhill Leisure Centre 3G artificial football pitch installation has been completed and the official launch took place on Friday 6 October 2017. Working together with the Redhill Academy Trust, the Council secured Premier League and FA Facilities Fund grant to provide a first-class football facility for training, competitive matches and wider community use in the borough.

Dementia Cafés in Mapperley and Netherfield

Partners have worked together to launch a new Memory Café for the community at St Andrews House in Mapperley supported by local volunteers. The Council has also provided support and advice for a new Dementia Café in Netherfield, which takes place at the St George's Centre and is run by volunteers with the support of Gedling Homes.

More to see at Bonington Theatre

Residents of the borough have benefitted from a wide-ranging, mixed programme of amateur and professional performances including jazz, folk and popular music gigs, drama and dance and more traditional community-produced performances. More recently cinema has made up an increasing amount of our programme with all the latest blockbusters, Oscar winners and art-house favourites being shown. For the first time this year, we've been able to show live performances direct from the Royal Opera House, including The Nutcracker and Tosca. This has resulted in an increase in attendance from 26,262 in 2016 to 30,064 in 2017.

Arnold Leisure Centre works completed

The swimming pool reopened in September 2017. A brand new external roof and internal suspended ceiling has been installed along with a new lighting system in the pool area, upgrade of the heating system and work has been carried out to improve the interior of the centre. The changing facilities have also been improved.

Reduce anti-social behaviour, crime and the fear of crime

What do we want to achieve?

In recent years, crime and anti-social behaviour has fallen significantly but this has not been matched by people's perceptions. Fear of crime has actually risen. New crime priorities are emerging and new threats and risks need to be tackled so we can ensure the continued safety of those who live, work and visit the borough. Priorities include tackling serious and organised crime, the exploitation of the vulnerable, reducing domestic violence and focusing efforts in those areas where crime and anti-social behaviour are the most prevalent.

How will we do this?

Action	Lead Officer	Portfolio Holder
Deliver the Council's contribution to the activities and priorities of the South Nottinghamshire Community Safety Partnership	Service Manager Public Protection	Public Protection
Develop and implement an enforcement programme to discourage environmental crime	Service Manager Public Protection	Public Protection
Implement the taxi licensing improvement plan	Service Manager Public Protection	Public Protection
Identify and evaluate options for delivering CCTV in partnership with Nottinghamshire Police and other local authorities	Service Manager Public Protection	Public Protection
Continue to invest in new and existing CCTV in priority hotspots	Service Manager Public Protection	Public Protection
Develop employment scheme with Probation and Prison Service to reduce re-offending	Director of Health and Community Wellbeing	Public Protection
Take the lead in raising awareness of, and responding to, Modern Slavery	Chief Executive	Public Protection

Performance measures and targets

These are the key things we will measure our performance against

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Percentage of fly tipping incidents removed within 4 working days	98%	Service Manager Public Protection	Environment
Number of reported fly tipping incidents	Tracker	Service Manager Public Protection	Environment
Level of All Crime across Gedling Borough rate (per 1000 population)	Maintain 2017/18 performance	Service Manager Public Protection	Public Protection
Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Maintain 2017/18 performance	Service Manager Public Protection	Public Protection

Reduce hardship and provide support to the most vulnerable

What do we want to achieve?

Many people who live in the borough have a relatively good standard of living and enjoy a healthy and active lifestyle. However some members of our community find themselves in situations of hardship through a variety of reasons, such as unemployment, ill health, low pay, homelessness and drug and alcohol abuse. Such circumstances can spoil a person's quality of life and restrict their ability to achieve their potential. What we're trying to achieve, therefore, is to alleviate poverty and hardship where it already exists and prevent it from happening in the first place.

How will we do this?

Action	Lead Officer	Portfolio Holder
More fully embed compassion in the culture and operating practices of the Council	Chief Executive	Leader
Target actions to support the most deprived communities within the Borough	Service Manager Community Relations	Community Development
Continue to take the lead on, and support, the national refugee resettlement programme	Service Manager Economic Growth and Regeneration	Housing, Health and Wellbeing
Review and improve temporary housing	Service Manager Economic Growth and Regeneration	Housing, Health and Wellbeing
Take the lead in developing a more integrated approach to family support, working with Nottinghamshire County Council and other partners	Service Manager Public Protection	Housing, Health and Wellbeing
Implement actions to support the Council's Armed Forces Community Covenant	Service Manager Community Relations	Community Development
Ensure arrangements are in place to support local residents with the transition to Universal Credit	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Develop and implement a range of prevention measures that can be proactively used to reduce the number of people presenting themselves to the council as homeless	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Make a proactive contribution to improving the life chances of children in care	Chief Executive	Housing, Health and Wellbeing

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Percentage of households who considered themselves as homeless, who approached the Council, and for whom housing advice resolved their situation	13%	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average time to process homeless applications (working days)	12 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average length of time spent in temporary accommodation	8 weeks	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average time to process new Housing Benefit claims	13 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Average time to process Housing Benefit change in circumstances	4 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6 days	Service Manager Revenues and Welfare Support	Housing, Health and Wellbeing

Improve health and wellbeing

What do we want to achieve?

We work with a range of partners to improve the health and wellbeing of residents. We know, from our work with public health colleagues and those from the Clinical Commissioning Group, that there are a range of health inequalities across the borough and that some of our areas have a higher concentration of these. These areas will be the focus of our work over the coming years along with tackling a range of specific health risks to improve health outcomes more generally. Specifically our plans include activity around reducing obesity and smoking levels, encouraging more local people to take part in exercise and promoting breast feeding to support early years childhood development. We will also develop new plans to deliver initiatives to tackle loneliness, dementia and mental health across the borough and will work with partners and community interest groups to achieve this.

How will we do this?

Action	Lead Officer	Portfolio Holder
Identify and implement practical initiatives to encourage cycling and walking	Service Manager Community Relations	Housing, Health and Wellbeing
Enable a varied range of positive activities for children and young people	Service Manager Community Relations	Housing, Health and Wellbeing
Implement a range of activities to increase participation in sport and physical activity in leisure centres	Service Manager Leisure Services	Housing, Health and Wellbeing
Increase participation in organised outdoor activities in parks and open spaces	Service Manager Parks and Street Care	Housing, Health and Wellbeing
Continue to provide free swimming initiative	Service Manager Leisure Services	Housing, Health and Wellbeing
Take action to tackle the harmful effects of smoking	Service Manager Public Protection	Housing, Health and Wellbeing
Develop and implement actions to address health inequalities across the borough	Service Manager Community Relations	Housing, Health and Wellbeing
Introduce and support a range of measures designed to tackle excessive weight and promote healthy lifestyles	Service Manager Community Relations	Housing, Health and Wellbeing
Work with partners to deliver activities to support those experiencing mental health illness, loneliness, isolation and dementia	Service Manager Community Relations	Housing, Health and Wellbeing
Implement the Gedling Playing Pitch Strategy	Service Manager Community Relations	Housing, Health and Wellbeing

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Number of visits to leisure centres	950,000	Service Manager Leisure Services	Housing, Health and Wellbeing
Average number of DNA members (12 month rolling period)	4,200	Service Manager Leisure Services	Housing, Health and Well-being

Promote and encourage pride, good citizenship and participation in the local area

What do we want to achieve?

We want the borough to be a place where people are proud to live and where they feel that they belong. We want to create opportunities for local people to be actively involved in the things that affect their lives and to build communities in which people prosper and look out for each other.

How will we do this?

Action	Lead Officer	Portfolio Holder
Deliver a programme of community events including events to mark the 100 year anniversary of the end of WW1 and when British women won the right to vote	Service Manager Community Relations	Community Development
Progress asset transfer or disposal of the Council's community centres	Service Manager Community Relations	Community Development
Promote and encourage employee and community volunteering and residents' involvement in local activities	Service Manager Community Relations	Community Development
Promote and encourage registration for and turnout at elections scheduled during 2018 -19	Service Manager Democratic Services	Leader
Widen and increase attendance at the Bonington Theatre	Service Manager Leisure Services	Housing, Health and Wellbeing
Support further development of Gedling Youth Council and ensure young people have a range of opportunities to inform and influence the council's decision making process	Service Manager Community Relations	Community Development
Support further development of Gedling Seniors' Council and ensure older people have a range of opportunities to inform and influence the Council's decision making process	Service Manager Community Relations	Housing, Health and Wellbeing
Bid for Heritage Lottery funding for a heritage centre and heritage trail at Gedling Country Park	Director of Health and Community Wellbeing	Community Development
Complete the Community Governance Review of Bestwood St Albans Parish	Service Manager Democratic Services	Community Development

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Response rate to Individual Electoral Registration household canvass	98.5%	Service Manager Democratic Services	Leader
Number of attendances at Bonington Theatre productions	28,500	Service Manager Leisure Services	Housing, Health and Wellbeing
Number of theatre events/shows taking place at the Bonington Theatre	585	Service Manager Leisure Services	Housing, Health and Wellbeing
Number of cinema shows taking place at the Bonington Theatre	260	Service Manager Leisure Services	Housing, Health and Wellbeing

Context

Gedling Borough is a mix of urban and rural areas with around 80% of our residents living in the Greater Nottingham suburbs of Arnold and Carlton. The remaining residents live in a number of villages including Burton Joyce, Calverton and Ravenshead. There are a number of major transport routes that run through the borough such as the A60 to Mansfield, the A612 towards Southwell and the A614 which is the main northern route from Nottingham towards the A1. However, some of our rural villages are relatively isolated and suffer from poor transport links. The main shopping areas are within Arnold, Netherfield, Mapperley and Carlton Square.

Within the borough, unemployment levels tend to be lower than the national average, however we have higher levels of youth unemployment and will focus on initiatives to help young people develop their skills and work. Almost 5000 businesses operate in Gedling, including global brands such as The Wilkins Group, Hillarys Blinds, Xylem Water Solutions, Armitage Pet Products, Frank Key and Bunches together with many small and medium enterprises.

Residents have expressed high satisfaction levels with the quality of our parks and open spaces and a large majority (83%) say they are satisfied with their local area as a place to live.

In common with the rest of the County, there is an urgent need for more homes and we are working hard to not only accelerate the delivery of housing but also the infrastructure to support it.

What we've done

Visitors' centre at the Country Park

The visitor centre at Gedling Country Park was officially opened at a special ceremony in June 2017. The centre design was inspired by the history of the former colliery site and its look and feel incorporates the coal shapes and the rural landscape. Café 1899, named after the date the former mining colliery opened, serves food and drinks and has been certified as a breast feeding friendly location. In addition, the Country Park has become a fully accessible and disabled friendly park thanks to the installation of a special toilet and changing facility for people with severe disabilities. The Changing Places toilet, the first of its kind in the borough and one of only 1,000 across the country, will meet the needs of people with profound and multiple learning disabilities, as well as people with other physical disabilities such as spinal injuries, muscular dystrophy and multiple sclerosis, who often need extra equipment and space to allow them to use the toilets safely and comfortably.

Homes started

Construction of new homes on the former Gedling Colliery site began in 2017 with the show home opening in November 2017. The development will not only provide essential new homes for the borough, but will also include a new primary school, health centre, local shops and public open space to provide services for the new residents and the wider community.

Empty properties brought back into use

Keen to reduce the number of empty properties in the borough, the Council recruited a new Empty Homes Officer to work with the owners of long term empty homes to try to bring them back into use. Properties that are left derelict or disused can be an eyesore and cause problems for people living nearby. In the first 6 months of 2017/18 we exceeded the target set, with 8 empty properties returned to use.

Regeneration of Arnold Market and Carlton Square

At the end of 2017, the Council took a big step towards achieving its plan to regenerate Arnold Market by agreeing to purchase the site from the current owner. We've also made it through the first round of bids to secure external funding to develop the site and make improvements to Carlton Square.

Jobs Fair

A successful annual Jobs Fair took place on 11 September; 53 exhibitors attended including the Council and DWP. 325 residents visited the Fair to identify work opportunities.

Create more jobs and better access to them

What do we want to achieve?

Our overall unemployment levels are lower than average nationally and regionally, but there are pockets of the borough where levels are higher, and unemployment amongst the borough's young people is higher than average. Our aim here is to work with employers and other partners to bring new jobs to the borough, and to make sure our residents, particularly amongst groups or areas where unemployment is higher than average, can get to those jobs. The nature of our borough and its relationship to the City of Nottingham is such that we will probably never be able to meet all employment needs locally, so we also want to ensure our residents can easily access work opportunities in the City and surrounding areas.

How will we do this?

Action	Lead Officer	Portfolio Holder
Maximise delivery of the allocated employment sites	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Develop and implement a local programme of job fairs	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Provide business support for small and medium businesses	Service Manager Economic Growth and Regeneration	Leader
Secure construction of the Gedling Access Road	Chief Executive	Growth and Regeneration
Progress Integrated Transport Plan for Gedling with a particular focus on improving access to employment	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Maximise growth potential of Colwick Industrial Park	Chief Executive	Growth and Regeneration

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Percentage of working age people on Job Seekers' Allowance	In line with the national average	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Percentage of young people (18-24 year olds) claiming Job Seeker's Allowance	No higher than 1% above national average	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Number of supported small and medium size enterprises to recruit their first apprentice	20	Service Manager Economic Growth and Regeneration	Growth and Regeneration

Ensure local people are well prepared and able to compete for jobs

What do we want to achieve?

The job market remains competitive and the skills and aptitudes required to compete for jobs successfully are constantly changing. Overall, our residents have relatively high levels of educational attainment but we want to make sure that potential is harnessed by helping people of all ages to be 'job ready', with a good balance of educational attainment and softer job skills. We want to see good quality training opportunities that are available to residents of all ages, including but not restricted to apprenticeships. We'll also work with employers to understand what they are looking for from their workforce and help them to ensure those needs are met.

How will we do this?

Action	Lead Officer	Portfolio Holder
Gedling Borough Council to continue to offer a minimum of 16 pre-employment work experience placements a year	Service Manager Organisational Development	Growth and Regeneration
Co-ordinate range of work experience placements for school children, as part of the National Curriculum	Service Manager Organisational Development	Growth and Regeneration
Implement a rolling programme of apprenticeships within Gedling Borough Council	Service Manager Organisational Development	Growth and Regeneration
Encourage and incentivise local businesses to offer work experience and apprenticeships	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Continue to implement employment agreements and pre-employment arrangements to maximise job opportunities for our residents linked to new developments	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Deliver The European funded ERASMUS + apprenticeship project and explore options to sustain post-project end	Service Manager Economic Growth and Regeneration	Leader
Identify and implement practical initiatives to support long term unemployed people back into work	Service Manager Economic Growth and Regeneration	Growth and Regeneration

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Attain the government target for the number of apprenticeship starts during a year to be at or above 2.3% of the workforce headcount	12	Service Manager Organisational Development	Growth and Regeneration
Number of work experience placements created in Gedling Borough Council	16	Service Manager Organisational Development	Growth and Regeneration
Number of school-age work experience placements (council-wide) in partnership with YouNG (and Economic Development)	6	Service Manager Organisational Development	Growth and Regeneration
Number of jobs fairs held to support residents to get into work and apprenticeships and support employers with their recruitment needs	2	Service Manager Economic Growth and Regeneration	Growth and Regeneration
As part of supporting SME apprenticeships support 16-24 year old Gedling Borough residents to secure an apprenticeship	20	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Number of employment agreements and pre-employment arrangements including pre-employment training, placements in education, apprenticeship starts and jobs created	29	Service Manager Economic Growth and Regeneration	Growth and Regeneration



Provide more homes

What do we want to achieve?

It is widely accepted that more homes are needed to meet housing demand, and the borough is no exception to this. Our role in housing is multi-faceted – from using our planning powers to ensure a strong supply of land ready for development; to working with partners in the public and private sector to facilitate development of more difficult and challenging sites. We can also use our powers to help bring empty homes back into use. We want to see an increase in the number of new homes built in the borough, of good design quality and supported by top class infrastructure and facilities. Our interest is in housing across all tenures, but we are particularly keen to increase and improve the offer of affordable housing in the borough to meet growing housing need.

How will we do this?

Action	Lead Officer	Portfolio Holder
Deliver allocated housing sites	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Reduce the number of empty homes in the borough	Service Manager Public Protection	Growth and Regeneration
Secure adoption of Local Planning document	Service Manager Planning Policy	Growth and Regeneration
Secure the provision of more affordable housing including homes for rent in the social housing sector	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Proactively promote the sale of council owned land for the purpose of creating new homes	Service Manager Property	Growth and Regeneration
Investigate the feasibility and funding opportunities for housing led regeneration at priority estates	Service Manager Economic Growth and Regeneration	Growth and Regeneration

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Net additional homes provided	480	Service Manager Planning Policy	Growth and Regeneration
Number of affordable homes delivered	130	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Percentage of Major planning applications processed within 13 weeks	90%	Service Manager Development Services	Growth and Regeneration
Percentage of minor planning applications processed within 8 weeks	91%	Service Manager Development Services	Growth and Regeneration
Percentage of other planning applications within 8 weeks	85%	Service Manager Development Services	Growth and Regeneration
Number of long term empty homes in the borough returned to use as a result of Gedling Borough Council intervention	20	Service Manager Public Protection	Growth and Regeneration

Provide an attractive and sustainable local environment that local people can enjoy and appreciate

What do we want to achieve?

In the residents' satisfaction survey carried out in September 2017, we were told that the quality and appearance of the environment was the fourth most important issue for 54% of our residents. The majority of our residents are satisfied with the cleanliness of the area, quality of parks and open spaces and bin/recycling service, but still want to see an improvement in the quality and range of shops and quality and appearance of parks and open spaces.

We want the borough of Gedling to be a place where people want to live, visit and do business. We recognise that first impressions are created by the borough's appearance and by the facilities available and that the condition of the local environment affects local residents' views of overall quality of life. We want to create a welcoming, attractive, clean and healthy environment with a range of facilities which the residents of the borough can enjoy and be proud of. We also want the borough to be the place where people choose to come to work and do business.

How will we do this?

Action	Lead Officer	Portfolio Holder
Encourage households and businesses to reduce, re-use and recycle more of their waste	Service Manager Transport and Waste Services	Environment
Implement Parks and Green Spaces Strategy	Service Manager Parks and Street Care	Environment
Develop a sustainable business plan for at Gedling Country Park	Director of Health and Community Wellbeing	Environment
Develop and deliver improvements to Arnold Market and the surrounding area	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Explore options and develop delivery plans for regeneration of Carlton Square area	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Provide an additional waste collection over the Christmas period	Service Manager Transport and Waste Services	Environment
Provide a bulky waste amnesty	Service Manager Transport and Waste Services	Environment
Deliver high profile, high impact, Spring Clean campaign	Service Manager Parks and Street Care	Environment
Finalise business case and source funding for delivery of Gedling Mineral Line Cycleway and Walkway	Service Manager Economic Growth and Regeneration	Growth and Regeneration
Take steps to phase out the use of single use plastics on council premises and implement a range of initiative to encourage others to do the same	Deputy Chief Executive and Director of Finance	Environment

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Number of garden waste customers	15,000	Service Manager Transport and Waste Services	Environment
Percentage of surveyed streets with unacceptable levels of litter	2%	Service Manager Parks and Street Care	Environment
Residual household waste per household	525kg	Service Manager Waste Services	Environment
Percentage of household waste sent for reuse, recycling and composting	39%	Service Manager Waste Services	Environment



PERFORMANCE

Context

We are committed to being one of the best councils in the country and we want our customers to be satisfied, both when they contact us and when they use our services.

Over recent years we have reviewed how the Council is structured, identifying new ways of working not only internally but also with partners. We share the Civic Centre with Job Centre Plus and the Nottinghamshire North and East Clinical Commissioning Group, enabling an even closer working relationship to support individuals with the greatest need. Nottinghamshire's Police and Crime Commissioner and the MP for Gedling can be found on the Arnot Hill Park campus and colleagues from Nottinghamshire Police moved into Jubilee House in 2017 to work alongside our Public Protection team.

In common with our public sector partners, the council continues to face significant challenges through reduced levels of funding and increased demand for services. In response we recognise that we need to work differently to be able to maintain levels of service. It is becoming more

important for us to embrace digital technology, maximise income generation and ensure that our workforce is agile, skilled and flexible to cope with the challenges ahead.

We have maintained levels of service against a backdrop of reduced funding – in 2017 84% of our customers were satisfied with their bin collection/recycling services and the proportion of residents satisfied with the way we run things increased to 66%.

Two of our teams - Street Cleansing and Streetscene service and Cemetery and Crematorium - were finalists in the Best Service Team of the Year at the APSE Performance network awards in 2017. We were also recognised for award winning communication, when our Media and Communications Manager won the 'Communicator of the year' in the Granicus Digital Strategy awards.

What we've done

New website launched

The Council launched a redesigned website in August 2017. It is now mobile friendly, easier to use and much more customer focused. Users can find the things they need quickly, pay for things easily and report any issues instantly. In addition we've improved and expanded the number of online transactions.

New Customer Contact point in Carlton

To coincide with National Customer Services week, we opened a new customer contact point at Carlton Fire Station on 4 October 2017. The contact point offers residents the opportunity to access services and speak to officers closer to where they live. A member of our Customer Services team is on hand every Wednesday at the fire station to offer advice on a number of Council services.

Gedling Conversation and Satisfaction Survey

During the summer of 2017 we carried out our bi-annual Gedling Conversation, with Members and Senior Officers going out into all wards to speak to residents about 'Life in Gedling Borough'. A copy of the satisfaction survey was also delivered to each household in the borough and 3,422 responded to tell us what they thought of the Council and its services. Overall the results are extremely positive.

Stronger digital, commercial and flexible culture

Recognising the need to work differently, we have introduced a transformation programme bringing together the Council's strategy for digitalisation, commercialisation, agile working and demand management.

Apprenticeship training accreditation

The Council has become an accredited apprenticeship training centre, one of the very few district authorities to do so. This allows us to deliver not only to our own employees but also to other employers. Our hope is that this accreditation will further raise the standards of training within the Council and also present opportunity to draw funding into the Council from the apprenticeship levy.

CredAble accreditation - The Council has been awarded CredAble accreditation covering all our leisure centres, Bonington Theatre and cinema as well as Gedling Country Park. The quality mark reflects our commitment to good practice when providing services to disabled customers.

Improve the customer experience of dealing with the Council

What do we want to achieve?

We will continue to maintain and, where possible, improve standards, working with other public and voluntary sector partners to ensure services are high quality, coordinated and cost effective. We aim to be compassionate and considerate by putting the customer at the centre of what we do and will increase digital access whilst maintaining our focus on those most vulnerable in society.

This will be done in line with our strong public sector values of openness and fairness, but we will continue to challenge existing ways of doing things, ensuring we make best use of our assets and embrace new ways of working to continue to transform services to meet the expectations of our community.

How will we do this?

Action	Lead Officer	Portfolio Holder
Embed the Customer Services Standards and Charter	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Implement a programme of activity to deliver the Demand Management Strategy	Director of Organisational Development and Democratic Services	Deputy Leader Resources and Reputation
Implement a programme of activity to deliver the Digital Strategy	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation



Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	90%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Percentage of customers that are satisfied with overall customer service	85%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Percentage of One Stop shop customers seen within 15 minutes	85%	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation



Give tax payers value for money

What do we want to achieve?

Taxpayers rightly expect us to be competent and to provide services to the highest customer standards and that we make best use of every pound that we spend. This is extremely important as we strive to reduce costs following the significant cuts in central government support. We already have a reputation for high performance and value for money, with recent surveys showing high levels of satisfaction in the way we do things and in the services we provide – but we will not rest on our laurels. We aim to be commercial in our approach, developing innovative ways to use our resources and retaining our focus on delivering value for money.

How will we do this?

Action	Lead Officer	Portfolio Holder
Ensure the development and approval of an updated Asset Management Strategy	Service Manager Property	Deputy Leader Resources and Reputation
Achieve planned efficiency/budget reduction targets	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Embed new arrangements for the delivery of strategic procurement advice and contract management	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Implement a programme of activity to deliver the Commercialisation Strategy	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Percentage of Business Rates collected	98.9%	Service Manager Revenues & welfare Support	Deputy Leader Resources and Reputation
Percentage of Council Tax collected	98.5%	Service Manager Revenues & welfare Support	Deputy Leader Resources and Reputation

Maintain a positive and productive working environment and strong staff morale

What do we want to achieve?

We recognise that our staff are key to the Council's success and without them we would be unable to deliver the objectives set out in this plan. It is important to us that our staff are happy, valued and motivated. Apart from the responsibilities that come with a job, the most important thing that influences staff happiness and motivation is the working environment. We're not just talking about safe and pleasant working conditions, but also about providing the right recognition and reward and creating the right culture. What we're trying to achieve therefore is to make sure this is a place where our staff are positive and confident, enjoy coming to work, want to do their best and want to make things happen.

How will we do this?

Action	Lead Officer	Portfolio Holder
Review current employee engagement and improve/modify where necessary	Service Manager Customer Services and Communications	Leader
Develop a range of activities to improve staff health and well-being	Service Manager Organisational Development	Leader
Develop and implement Gedling Elected Members Standard	Service Manager Democratic Services	Community Development
Implement a programme of activity to deliver the Agile Working Strategy	Director of Organisational Development and Democratic Services	Leader
Implement actions arising from the 2017 Staff Survey	Director of Organisational Development and Democratic Services	Leader
Develop and embed new employee standards that are aligned to the Dynamic Council agenda	Chief Executive	Leader

Performance measures and targets

These are the key things we will measure our performance against.

Indicators	2018/19 target	Lead Officer	Portfolio Holder
Working days lost due to sickness absence (rolling 12 month total)	9 days	Service Manager Organisational Development	Leader



Council Performance



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

Individual Performance

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

Serving People, Improving Lives



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

We publish performance updates on www.gedling.gov.uk/council/aboutus/ If you follow us on Facebook or Twitter or sign up to our Keep Me Posted email alerts at www.gedling.gov.uk/keepmeposted we will let you know each time the reports are published.



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If you want to know more about our actions and indicators please contact the relevant Portfolio Holder or Lead Officer.

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