

## **Report to Cabinet**

**Subject:** Review of the Gedling Plan 2023-27

**Date:** 16 February 2023

**Author:** Senior Leadership Team on behalf of the Leader

### **Wards Affected**

Borough-wide

### **Purpose**

To seek agreement for the Gedling Plan 2023-27 to be referred to Council for approval.

### **Key Decision**

This is a key decision because it significantly affects residents living in two or more wards.

### **Recommendations**

**THAT: The Gedling Plan 2023-27 be agreed and referred to Council for approval on 2 March 2023**

## **1 Background**

- 1.1 The Constitution of the Council requires the Leader to present, before 21 February each financial year, a draft Budget and Performance Plan (known as the Gedling Plan) to the Cabinet for approval, highlighting budget priorities, growth items and proposed cuts.
- 1.2 The Executive is required to consider any comments made on the draft Budget and Performance Plan and to present the final drafts to Council for adoption in accordance with the statutory requirements. To fulfil these requirements the 2023/24 budget proposals, which are detailed in a separate report on the agenda, together with the Gedling Plan will be presented to Budget Council on 2 March 2023.

- 1.3 The Borough Council has a statutory responsibility to determine its Council Tax by 10 March.
- 1.4 As Cabinet is aware, the current Gedling Plan concludes at the end of March this year.
- 1.5 The last plan ran for a period of three years and was revisited during this time due to the sudden changes in priorities that were a result of the Covid pandemic. That said, a majority of actions were successfully completed during the lifetime of the Plan and these will be documented and celebrated in the Annual Report to be produced at year end.
- 1.6 Some examples of achievements made during the period of the last Gedling Plan are as follows:
  - ✓ The regeneration and development of Arnold town centre and market, including a new iconic AMP building and public realm, including performance area;
  - ✓ Works at Carlton Square including a new public vehicle entrance, separation of the delivery yard, resurfacing of car parks, electric vehicle charging points, and new planting;
  - ✓ The provision of additional CCTV cameras;
  - ✓ Investment in leisure through refurbishments, new booking systems, free swimming sessions, and the introduction of free access to leisure for Armed Forces personnel;
  - ✓ Becoming a 'plastic clever council' and adopting a new Carbon Management Strategy to further the councils ambitions to be carbon neutral by 2030;
  - ✓ Further investment in parks and open spaces, play areas, and planting of native trees.
- 1.7 A new Gedling Plan for the four-year period 2023-2027 has now been developed following extensive consultation with Members and senior managers. This is shown at Appendix 1. The format of the new Plan is different to earlier years in that it is set at a more strategic level with detail being delivered through annual service plans. The Annual Report will be published in summertime each year and will document the Council's achievements and successes.

## **2 Proposal**

- 2.1 In view of the fact that 2023 marks the beginning of a new Gedling Plan a full review has been carried out to ensure that it incorporates any changes necessary to address new challenges and reflects the Council's ambitions.

- 2.2 It was also an opportunity to re-focus, check and challenge whether the priorities and objectives were the right ones as well as reviewing the general approach to setting the plan which now is at a more strategic level than in the past.
- 2.3 A further report will be presented to Cabinet in March to seek approval for the strategic performance indicators which will be used to measure progress against the Gedling Plan.
- 2.4 It is important that the delivery of the Gedling Plan actions and performance indicators are monitored. Progress will be reported to Senior Leadership Team, Cabinet and Overview and Scrutiny Committee on a quarterly basis and performance reports published on the Council's website in the usual way.
- 2.5 It is proposed that the Gedling Plan 2023-2027 shown at Appendix 1 be approved by Cabinet and authorised to progress to Council on 2 March for formal ratification and adoption.

### **3 Alternative Options**

- 3.1 An alternative option would be not to agree the proposed Gedling Plan at this time although to take this action would mean that the Gedling Plan could not be adopted by the Council in time for the new financial year and until a new Plan was passed to Council for approval, the organisation would be operating without a formal business plan in place.
- 3.2 A second alternative would be to adopt a different or amended plan. If an alternative plan were to be proposed then this would need to progress through committee process and be agreed by Cabinet in time to be considered by Council on 2 March 2023. The current plan proposal has been drafted by Senior Leadership Team following Member and senior officer consultation.

### **4 Financial Implications**

- 4.1 There are no direct financial implications arising out of this report. Costs arising from actions and projects that will be undertaken during the life of the plan will be identified as part of the service planning and project delivery process.
- 4.2 The Gedling Plan will need to be delivered within existing and future approved budgets. The budget required for delivery of the Gedling Plan is

set out in the General Fund Revenue Budget 2023-24 report elsewhere on this agenda.

## **5 Legal Implications**

- 5.1 The Constitutional requirement for the Leader to present, before 21 February each financial year, a draft Budget and Performance Plan (known as the Gedling Plan) to the Cabinet for approval is met by this report.
- 5.2 The Gedling Plan 2023-2027 also meets its obligations under the Equality Act 2010 to publish at least one objective that meets the requirement of the Act as detailed in Section 6.
- 5.3 Legal issues arising from actions and projects that will be undertaken during the life of the plan will be identified as part of the service planning and project delivery process. It is the Council that will formally adopt the new Gedling Plan 2023-27.

## **6 Equalities Implications**

- 6.1 There are no direct equality implications arising out of this report. Equality implications arising from actions and projects that will be undertaken during the life of the plan will be identified as part of the service planning and project delivery process. The Equality Impact Assessment shown at Appendix 2 reflects the strategic level at which the Gedling Plan is set and identifies potential positive benefits across the whole of the community as service plan actions and projects aspire to improve lives and life chances of most sections of the community across the whole of the borough.
- 6.2 The Equalities Act 2010 requires the Council to publish at least one objective (at least every 4 years) aimed at achieving the following:
  - a) eliminating discrimination, harassment, victimisation and other conduct that is prohibited by or under the Act;
  - b) advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.3 In relation to the Gedling Plan 2023-27 these obligations are met through the inclusion of the outward-facing theme of “equality, diversity and social inclusion” under the “Community” priority and the inward-facing theme of “healthy workforce” under the “Council” priority. In both of these areas in

the Gedling Plan, service plans will identify specific actions each year to meet these clearly identified ambitions.

## **7 Carbon Reduction/Sustainability Implications**

- 7.1 There are no direct carbon reduction implications arising out of this report. Positive carbon reduction actions and projects will be undertaken during the life of the plan will be identified as part of the service planning and project delivery process.

## **8 Appendices**

- 8.1 Appendix 1 – Gedling Plan 2023-2027  
8.2 Appendix 2- Equality Impact Assessment

## **9 Background Papers**

- 9.1 None identified.

## **10 Reasons for Recommendations**

- 10.1 To approve the Gedling Plan 2023- 2027 and to ensure that strategic direction is clearly set out.

### **Statutory Officer approval**

**Approved by the Chief Financial Officer 7 February 2023**

**Approved by the Monitoring Officer 30 January 2023**



# GEDLING PLAN

2023-2027

Serving people Improving Lives



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# Introduction



At the start of 2020 I introduced our previous Gedling Plan. At that time we set out an ambitious programme of work in which we hoped to deliver a range of improvements and positive changes for the residents, businesses and service users of the borough. I am delighted to say that at the end of the three years we have achieved delivery of most of these ambitions including some huge projects such as the acquisition and development of the Arnold Market Place (AMP) site. Even in normal times this would have been an achievement worthy of note but, put simply, recent years have been far from normal. In addition to delivery of our objectives we have had to focus our attention elsewhere for about eighteen months whilst we weathered the storm of covid-19 and worked tirelessly as members and officers to provide practical support to our community. During this time we supported the most vulnerable people within our communities through our community hub that distributed essential food items, also by ensuring that essential medical supplies were received by those who

were dependent upon support, and by pulling together to ensure that business grants were administered quickly and efficiently to help our local businesses survive. Through it all we continued to provide essential services such as refuse collection even if it meant other teams from our Parks and Street Cleansing Service and Leisure Services stepping in to help staff the refuse rounds.

Now I am proud to introduce our new Gedling Plan that sets out our key objectives for the next four years. Not only proud but also confident that we have the right teams, both members and officers, to provide first-rate services again. It won't be an easy task with the issues of high costs, high inflation and limited grant aid all being realistic scenarios not just in the short term but possibly for a significant proportion of the term of this plan. It may be the case that we cannot continue to deliver all the services that we do now and it may be that we have to modify some service delivery to do things in ways that are affordable. What you can be assured of though is that you have teams of dedicated, professional

and caring people that will be doing their best to meet or exceed your expectations.

The four-year plan aims to identify the three main themes of what we see as the cornerstones of good, solid local authority service; "Economy, Community and Place" underpinned by sound governance. Behind these themes service plans will be compiled each year to deliver practical and material improvements within the borough. Service Plans will reflect feedback that we have received over the last few years in our Residents' Survey and, more recent, Gedling Plan Survey. Our Annual Report will detail our achievements at the end of each year and will show you just how we have worked to meet our vision of,

**"Serving People, Improving Lives".**

Councillor John Clarke  
Leader of the Council



# Your views: feedback from the Gedling Plan survey (2022)



In preparation for the new Gedling Plan 2023 - 2027, the Council ran a consultation during August and September 2022. Questions focussed on the council's current priorities, how to close a budget gap, the future of our services in terms of potential spending reductions and areas for investment, keeping you informed, and accessibility.

## Gedling Plan consultation results

- Comparatively high percentage of all respondents agree with the current council's priorities, which is on average 80%
- 'Prioritise spending in the local economy and housing to support residents and businesses in post pandemic recovery' was the most frequently selected category for the targeted investment alongside 'more spending in some service areas'
- 'The council to join up with its partners' is the most frequently selected category for the council's future plans to do things differently in order to transform its services
- 'Raise more income from charges to service users' is the most frequently selected category relating to the respondents' preferred option for closing the budget gap
- 55% of the respondents felt that they didn't feel well informed and the top reasons selected for this are related to the general activity of the council and the council's website

## Our Vision

We are responsible for a wide range of local services that matter to our residents and businesses in the borough. The Gedling Plan sets out how the Council will operate and what it will focus on delivering to its businesses, residents and communities. At the heart of this is our vision:

“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

- 01** | **Openness and trust** - We will be open, honest and trustworthy in the way we work and will make decisions in a timely way.
- 02** | **Communication and Empowerment** - We will clearly communicate and be accountable for our own actions, and empower others with the skills to help themselves.
- 03** | **Fairness and respect** - We will respond to people's needs in a fair and consistent way.
- 04** | **Continuous Improvement and Inclusivity** - We will strive to be forward thinking and work with our communities, involving people in decisions that affect their lives, and be prepared to listen and take on new ideas.

# Our Priorities

## Economy

To encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities, and promoting an economy that attracts visitors throughout the day and supports leisure activity.



## Community

To enable a resilient, empowered, connected, inclusive and healthy community.



## Place

To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency.



## The Council

To ensure the council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound, and ensures compliance with all relevant legislation.

Serving people **Improving Lives**

# Economy



To encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities, and promoting an economy that attracts visitors throughout the day and supports leisure activity.

- **SKILLS AND EMPLOYMENT**

The council will support local people into employment using its influence and connectivity with partners to create jobs, and provide support and training.



- **BUSINESS**

A local economy that attracts new business investment enabling growth and the creation of jobs.



- **TOWN AND LOCAL CENTRES**

To provide vibrant town and local centres that attract shoppers and leisure users.



- **VISITORS**

A visitor economy that attracts tourism through our natural beauty and places to see.



# Community



To enable a resilient, empowered, connected, inclusive and healthy community.

## • POVERTY AND THE VULNERABLE

Financially vulnerable residents are supported through our welfare services and community partnerships.



## • CHILDREN AND YOUNG PEOPLE

In partnership, improving the life chances and opportunities for our children and young people.



## • EQUALITY, DIVERSITY AND SOCIAL INCLUSION

Providing opportunities for all people to connect and live, work and socialise together, and have equal access to services.



## • HEALTH AND WELLBEING

Work with Health Service partners to enable residents to lead healthy lives through positive social and physical activity.



# Place



To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency.

- **CLEANLINESS, ENVIRONMENT AND CLIMATE CHANGE**

Cleanliness of our built environment and the protection and enhancement of our natural environment, including our waterways, parks and open spaces, habitats and wildlife; minimising pollution and waste by influencing the council's and borough's carbon emissions.



- **PRIDE OF PLACE**

Developing sustainable community hubs and infrastructure, and encouraging volunteering and participation in cultural activity and preserving our heritage.



- **COMMUNITY PROTECTION**

Reducing crime and the fear of crime so that residents feel safe and protected in their neighbourhoods, and the licensing and regulation of businesses for health and hygiene safety.



- **HOUSING**

Individuals and families can access high quality, affordable and energy efficient housing to bring life to neighbourhoods.



# The Council



To ensure the council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound, and ensures compliance with all relevant legislation.

## • CUSTOMER ENGAGEMENT

Our customer experience is the best possible and our facilities and services are accessible to all.



## • INNOVATION AND IMPROVEMENT

We strive to make improvements by doing things differently and collaboratively, using digital transformation of our services.



## • GOVERNANCE AND COMPLIANCE

Governance and decision-making is transparent and evidence-led, and services continue to be delivered in accordance with legislation and professional guidance.



## • FINANCIAL MANAGEMENT

We continue to deliver a balanced budget and receive unqualified opinions from our external auditors.



## • HEALTHY WORKPLACE

The council provides a positive working environment for its staff, it is recognised as an employer of choice with a workforce that is empowered, skilled, diverse and responsive and is proud to work for the council; and it embraces all aspects of equality, diversity and inclusion.



# What your Council tax pays for

The Council provides a broad range of services and our funding comes mainly from Council Tax, Central Government Funding and income from service users.

The 2022/23 Council tax for an average Band B property occupied by two or more people is £1,681 per annum.

Of this, Gedling Borough Council only receives £138, so about 8%.

The rest goes to Nottinghamshire County Council (76%), to the Police and Crime Commissioner (12%), and to the Fire and Rescue Authority (4%).

The following provides a summary of the functions provided by Gedling Borough Council and Nottinghamshire County Council:

GEDLING BOROUGH COUNCIL	NOTTINGHAMSHIRE COUNTY COUNCIL
Collection of council tax and business rates	Birth, marriage and death registration
Environmental health	Education
Housing	Highways, including on-street parking, traffic management, and street lighting
Leisure centres and recreational facilities	Libraries
Local plans and planning applications	Recreation, arts and museums
Public conveniences	Social care
Waste collection and recycling	Strategic planning
	Trading standards
	Transport planning and passenger transport
	Waste disposal
POLICE AND CRIME COMMISSIONER	FIRE AND RESCUE AUTHORITY





# Vision for the Future

The Council continues to face a very difficult financial future with grant aid from government having been substantially reduced over the last ten years and future awards being unclear. Although it has been possible to retain most services through recent years, albeit sometimes delivered differently or in a reduced way, this may not always be the case going forwards. 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. Although care needs to be taken to minimise risk and ensure that returns warrant investment, we will continue to explore ways to make services commercially-minded and that we maximise the returns from our assets.

This four-year plan gives a flavour of what we aim to achieve. We pride ourselves on being an "enabling Authority" that maximises its resources and harnesses the resources of others in order to secure long-lasting and high quality improvements for the borough. Increasingly we both want and need to work collaboratively with our communities, public sector partners, voluntary organisations, schools, universities and businesses in order to be able to deliver our vision. We

recognise that there is "strength in number". Also, by engaging more widely we hope to build and strengthen the sense of community pride and make the services that the Council provides or influences truly inclusive.

Whilst we will continue to develop the use of new technologies and embrace innovation to become more efficient, we won't forget our reason for being- that is to serve the residents, service users and businesses of the borough and to make improvement to their lives.

We will continue to support national priorities around housing delivery. The borough has experienced significant growth in recent years and aims to continue to support responsible development whilst recognising the sensitivity and sometimes conflicting demands that an ambitious programme of expansion brings. A continuing 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.

The completion of the Gedling Access Road is an example that demonstrates our commitment to the ongoing improvement to transport connectivity within the borough. We are not afraid to lobby

for and support ambitious schemes and we aspire to see an extension of the Nottingham tram into Gedling, a fourth road crossing built across the River Trent and high speed broadband provision across the borough. We have a track record of improving our town centres as the AMP (Arnold Market Place) development testifies as does the improvement works carried out in Carlton; we recognise the need to continue to improve and revitalise these centres of business and community.

The Environment Act imposes some difficult challenges for all local authorities to deliver against, but Gedling has committed to becoming carbon neutral by 2030. A Climate Change Officer has been appointed to support and guide the Council towards this ambition. There are some themes that underpin all of our work and alongside the carbon reduction agenda stand our actions to ensure that equality, diversity and inclusion is a thread that runs through the delivery plans across all services.

## Equality Impact Assessment



Name of project, policy, function, service or proposal being assessed:	The Gedling Plan 2023- 2027				
The main objective of (please insert the name of accessed document stated above):	To ensure that any negative equality impacts are identified in order to be able to mitigate against them				
What impact will this (please insert the name) have on the following groups? Please note that you should consider both external and internal impact: <ul style="list-style-type: none"> <li>• External (e.g. stakeholders, residents, local businesses etc.)</li> <li>• Internal (staff)</li> </ul>					
Please use only 'Yes' where applicable		<b>Negative</b>	<b>Positive</b>	<b>Neutral</b>	<b>Comments</b>
<b>Gender</b>	External		x		
	Internal		x		
<b>Gender Reassignment</b>	External		x		
	Internal		x		
<b>Age</b>	External		x		
	Internal		x		

<b>Marriage and civil partnership</b>	External		x		
	Internal		x		
<b>Disability</b>	External		x		
	Internal		x		
<b>Race &amp; Ethnicity</b>	External		x		
	Internal		x		
<b>Sexual Orientation</b>	External		x		
	Internal		x		
<b>Religion or Belief (or no Belief)</b>	External		x		
	Internal		x		
<b>Pregnancy &amp; Maternity</b>	External		x		
	Internal		x		
<b>Other Groups</b> (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.)	External		x		
	Internal		x		

Is there any evidence of a high disproportionate adverse or positive impact on any groups?		No	Comment : Actions and projects will detail positive and negative equality impacts through the service plan and normal process
Is there an opportunity to mitigate or alleviate any such impacts?		N/a	Comment : Actions and projects will detail positive and negative equality impacts through the service plan and normal process together with any possible mitigation
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?		Not known at this stage	
In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:			
Planned Actions	Timeframe	Success Measure	Responsible Officer

**Authorisation and Review**



<b>Completing Officer</b>	<b>Mike Hill</b>
<b>Authorising Head of Service/Director</b>	<b>On behalf of the Senior Leadership Team</b>
<b>Date</b>	<b>26 January 2023</b>
<b>Review date ( if applicable)</b>	

