

Gedling Plan

2016-2019



Serving people **Improving lives**

Gedling
Borough Council 

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Welcome to our latest Gedling Plan, covering the period 1 April 2016 to 31 March 2019. The plan sets out how the Council working with 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

As we look ahead to the next three years, there are a number of exciting initiatives we will be progressing. These include delivery of the long-awaited Gedling Access Road, providing hundreds of new homes, improving Arnold Market and Carlton Square and creating visitor attractions and facilities on our new Gedling Country Park.

Tackling loneliness and isolation will also be a key feature of our work over the next three years, having become one the top challenges of our time. It will form part of a much wider programme of activity to create an even more compassionate Gedling, an attribute that we're aiming to nurture and develop such that it becomes something that our Council and community is known for and proud of.

Although we retain a positive outlook, continued reductions in our funding make it increasingly difficult to maintain service standards and invest in new developments. By the time we reach the end of this plan, Gedling's Government grant will have been reduced by £4.3 million or 49% over a period of ten years. So as well as ensuring that we focus on the things that matter most to local people, we're also becoming increasingly commercial in order to generate new sources of income, for example, by providing services to other public bodies.

We hope you find the plan of interest. We rely heavily on the support of a wide range of public and private sector partners and also on the excellent but often under-valued contributions of numerous individuals and community organisations that give so much to make Gedling such a great place.

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 115,638



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 – 23,000 people are aged over 65 - 45% of these are aged over 75



Around 2,000 businesses are based in Gedling

51% of our residents are female



Life expectancy is higher than the national average at 79.5 years for males and 83 years for females

About Gedling Borough

03

The services we provide



At Gedling Borough Council we:



Manage an annual budget of **£12.6 million**

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



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



Handle just over **9,000** Housing Benefit claims each year

Clean **578 km** of roads

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



03

The services we provide



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

Deal with around **630** planning applications each year



Have over **800** licenced taxi drivers

Issue approximately **105** disabled facilities grants each year



We also...

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



Help around **250** individuals at risk of becoming homeless resolve their situation each year



Carry out around **450** environmental health inspections of food premises each year



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

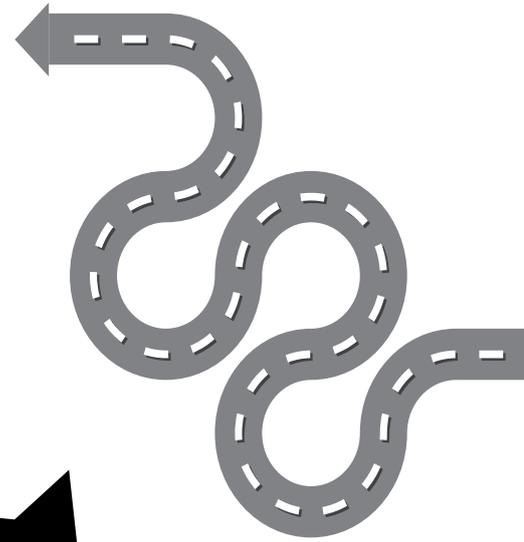


Assist **29,000** customers each year through the Council's customer services team

About Gedling Borough

04

What matters most to our residents



In the 2015 Gedling Conversation our residents told us that these are the most important things to them:

Access to and quality of health services



Condition of roads and pavements



Feeling safe

Appearance and cleanliness of the environment



Activities and services for residents aged 65+



Standard of local schools



Quality and range of shops





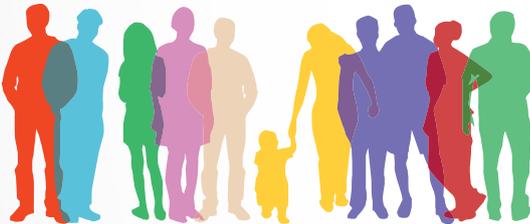
Although we are responsible for a large number and wide range of local services, many of the things that matter to residents are the responsibility of others. Things like GP waiting times, the condition of roads and pavements and the quality of local schools. Therefore, **we do not limit our interest 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

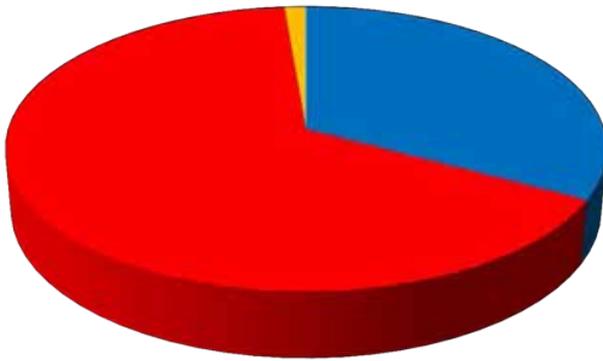
A **considerate Council** that recognises and respects difference and is sensitive to the impact of its actions on others

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 www.gedling.gov.uk/councillorsmeetings.

Other representatives

There are also 2 MPs and 10 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 at the Gedling Leaders' Forum and a number of other partnerships 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 to help us and our partners develop services that affect young people.



In the 2015 Gedling Conversation we asked residents' opinions on how we're doing

79%

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

64%

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

82%

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

68%

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

When asked to describe Gedling Borough Council the top three things residents said were they thought we were

**accessible, fair
and responsive**



07

How we're doing



Overall crime rate reduced by **23%** since 2010

Recorded anti-social behaviour dropped by **75%** since 2010

We see over **80%** of our one stop customers within **15 mins**

Membership of DNA fitness scheme increased by **19%** since 2012



Just under 21,300 of our residents exercise regularly

We collect over **98%** of Council Tax and Business Rates



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

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

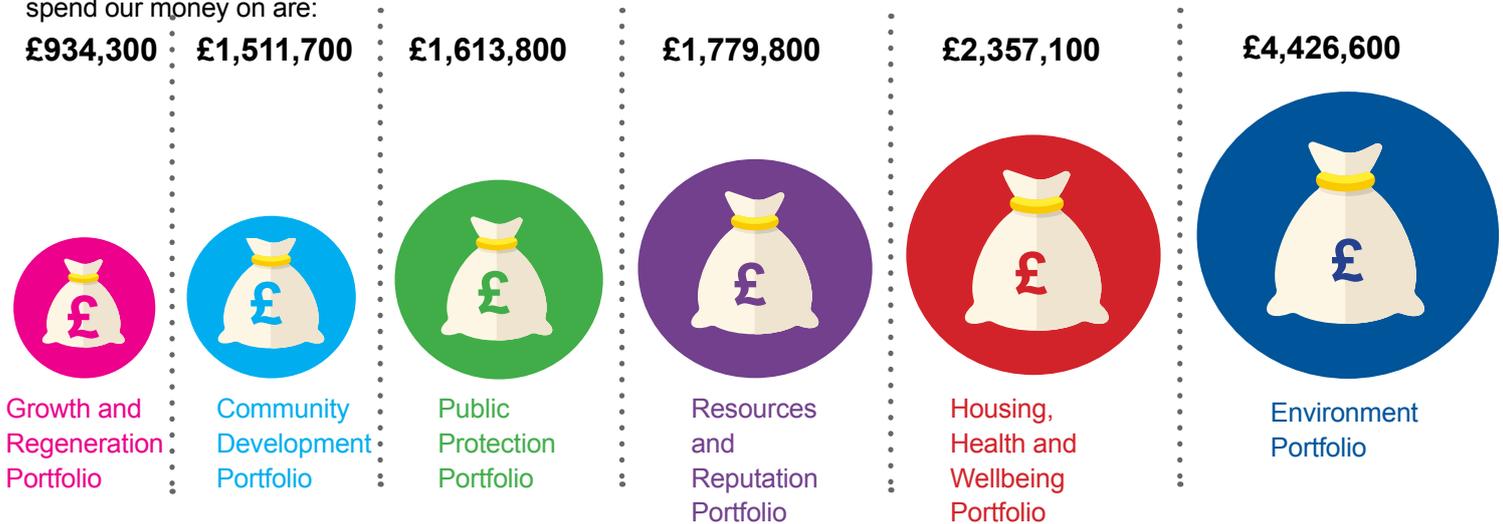
Number of days taken to process new Housing Benefit and Council Tax Benefit claims has reduced from 8.3 days to 4.3 days since 2010





What we spend and how we spend it

We spend around £12.6 million a year on an ongoing basis on a wide range of services. We also administer around £26 million in rent 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 have also made a commitment to not increasing council tax for 2016/17.

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 £2.4 million expected over the period 2016/17 to 2019/20. The total grant reductions of £4.3 million are equivalent to a 49% cash reduction

over a 9 year period. According to the Government’s Core Spending Power Review, this will place us in the top 60 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 £4.3 million between 2010/11 and 2019/20





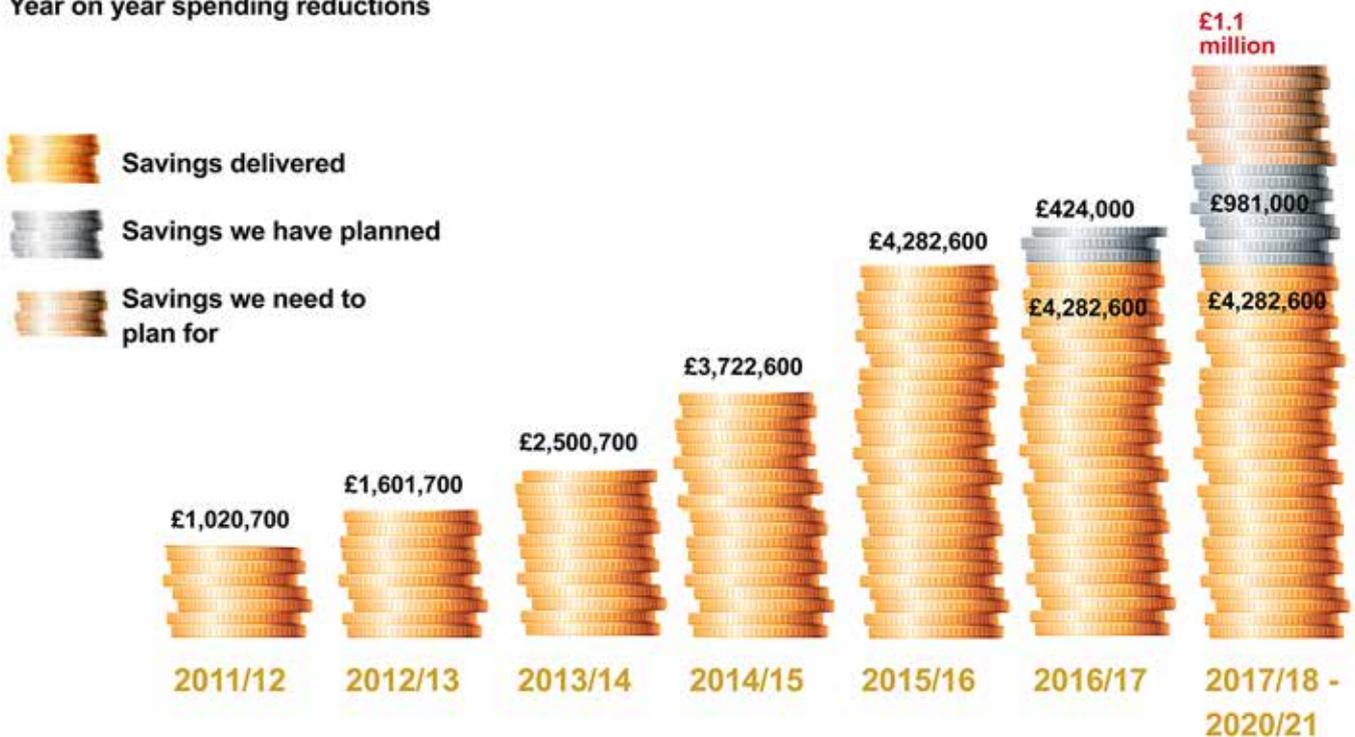
How we have made budget reductions and what further reductions we need to make

The Council has been successful in delivering £4.3 million 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: 3 senior management restructures saving over £400,000; numerous working practice reviews saving of over £1.8 million mainly in staffing costs; improved supplies purchasing contracts saving £500,000; new income generation of over £400,000 and improved asset utilisation of £300,000. We have

had to make some cuts with: £500,000 removed from discretionary leisure activities and parish grants; £150,000 saved from the discontinuation of summer refuse collection service and £60,000 saved by reducing grass cutting frequencies.

We already have plans in place in the budget for a further £1 million reduction over the period 2016/17 to 2020/21. However, to balance the budget we still need to reduce our spending further so a target of £1.1 million has been set

Year on year spending reductions



We will continue to work hard to develop robust plans during 2016/17 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.

Overall crime figures reduced from 2010/11 until 2014/15 when, in line with the national trend, they showed a slight increase. However, the year on year levels have shown a reduction to November 2015 and we continue to work with partners to tackle crime.

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

Improving health - During 2015 we supported Gedling Sports Partnership (an independent community organisation) to secure £60,000 from the People's Health Lottery to extend the delivery of a community health and wellbeing programme at Killisick Junior School. We have invested £25,000 from Nottinghamshire County Council Short Breaks funding to improve the changing rooms for disabled people to swim at Calverton Leisure Centre.

Girls Make It Happen, a project aimed at increasing sport and physical activity opportunities for 14-25 year old females has secured £120,000 of Sport England funding. Initiatives are also planned involving sports clubs, local artists, community groups and the Gedling Sports Partnership to improve community arts and physical activity for people with disabilities and people with mental health needs.

Over the course of Gedling's Changing Lifestyles Sport and Physical Activity Strategy 2011-15 there has been a 59% increase in adults taking part in physical activity for 30 minutes 3 times a week – that's 21,282 individuals.

Tackling dementia - As a member of the Nottinghamshire Dementia Action Alliance we have four trained Dementia Champions in the council and run awareness sessions for staff and councillors. We also work with the Clinical Commissioning Group and Gedling Homes and have begun work with local primary schools and businesses to support them to become more dementia friendly.

Free Swimming - As part of encouraging healthy lifestyles we launched free swimming sessions during 2015. The scheme provides residents with seven free swimming sessions across all of the council's pools. During June to September 2015 around 2,850 people took advantage of the free sessions and we will continue this initiative.

Men in Sheds Project - Aimed at reducing loneliness and isolation this Age UK project offers men over 65 a chance to meet up, share and learn new wood working skills in a fully equipped workshop provided within the Council's campus. More than 40 people attend the project each week.



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 current priorities of the South Nottinghamshire Community Safety Partnership	Service Manager Public Protection	Public Protection
Develop and implement a programme of active enforcement to discourage environmental crime	Service Manager Public Protection	Public Protection
Raise the profile of the 'Love Where You Live' campaign to educate residents and reduce incidents of environmental crime	Service Manager Parks and Street Care	Environment
Implement the taxi licensing improvement plan	Service Manager Public Protection	Public Protection
Provide a varied range of leisure activities for younger people	Service Manager Leisure Services	Housing, Health and Wellbeing
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

Performance measures and targets

These are the key things we will measure our performance against

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Percentage of fly tipping incidents removed within 4 working days	97%	Service Manager Public Protection	Environment
Number of reported fly tipping incidents	Not greater than 2015/16 out turn figure	Service Manager Public Protection	Environment
Level of all crime across Gedling Borough rate per 1000 population	Less than the 2015/16 out turn figure	Service Manager Public Protection	Public Protection
Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Less than the 2015/16 out turn figure	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
Create a programme of activities to create a more compassionate society across the borough	Chief Executive	Leader
Implement Locality Plans in the Council's priority neighbourhoods	Service Manager Community Relations	Community Development
Source accommodation for refugees and liaise with specialist providers to resolve their support needs	Service Manager Housing	Housing, Health and Wellbeing
Review and improve temporary housing	Service Manager Housing	Housing, Health and Wellbeing
Establish and implement a Gedling menu of interventions to contribute to the County's Family Service	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	Resources and Reputation

Performance measures and targets

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

Indicators	2016/17 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 Housing	Housing, Health and Wellbeing
Average time to process homeless applications	19 working days	Service Manager Housing	Housing, Health and Wellbeing
Average length of time spent in temporary accommodation	11 weeks	Service Manager Housing	Housing, Health and Wellbeing
Average time to process new Housing Benefit claims	12 days	Service Manager Revenues	Housing, Health and Wellbeing
Average time to process Housing Benefit change in circumstances	4 days	Service Manager Revenues	Housing, Health and Wellbeing
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6 days	Service Manager Revenues	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 three 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 to promote 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
Enhance the range of activities at leisure centres	Service Manager Leisure Services	Housing, Health and Wellbeing
Identify and implement practical initiatives to encourage cycling and walking	Service Manager Community Relations	Housing, Health and Wellbeing
Implement a range of activities to increase participation in sport and physical activity	Service Manager Leisure Services	Housing, Health and Wellbeing
Increase participation in organised outdoor activities	Service Manager Parks and Street Care	Housing, Health and Wellbeing
Provide and promote free swimming	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
Undertake analysis to identify health inequalities across the borough and develop plans for improvement	Service Manager Community Relations	Housing, Health and Wellbeing
Develop initiatives that address loneliness, isolation and dementia	Service Manager Community Relations	Housing, Health and Wellbeing
Implement a programme of activity to make Gedling a 'breast feeding friendly 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 issues	Service Manager Community Relations	Housing, Health and Wellbeing

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Number of visits to leisure centres	1% higher than 2015/16	Service Manager Leisure Services	Housing, Health and Wellbeing

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	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 2016-19	Service Manager Elections and Members' 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 are an integral part of the Council's decision making process	Service Manager Community Relations	Community Development
Build a positive relationship with our Parish Councils and rural communities	Service Manager Community Relations	Community Development
Develop the Gedling Older Peoples' Advisory Group with a view to introducing a Senior Council	Service Manager Community Relations	Housing, Health and Wellbeing

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Response rate to Individual Electoral Registration household canvass	93	Service Manager Elections and Members' Services	Leader
Number of attendances at Bonington Theatre productions	25,000	Service Manager Leisure Services	Housing, Health and Wellbeing
Number of theatre events/shows taking place at the Bonington Theatre	400	Service Manager Leisure Services	Housing, Health and Wellbeing
Number of cinema shows taking place at the Bonington Theatre	100	Service Manager Leisure Services	Housing, Health and Wellbeing

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 have entered into a collaboration agreement with neighbouring authorities of Newark and Sherwood District Council and Rushcliffe Borough Council to identify where joint working will be effective.

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 highest needs. Nottinghamshire's Police and Crime Commissioner and the MP for Gedling have also moved onto the Arnot Hill

Park campus, strengthening our links even further.

All of this has enabled us to maintain levels of service against a backdrop of reduced funding – in 2015 82% 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 64%.

We were awarded an APSE performance networks service award in 2015 for the second year running in the most improved category and were also finalists in the Best Entrepreneurship, Income Generation or Commercialisation Initiative.

What we've done

Self service payment kiosk - The introduction of a kiosk to take payment by cash, cheque and debit card means we are now able to operate a more cost-efficient cashing service and have reused former cash office space. Staff are on hand to assist customers and to discuss more convenient payment options which reduces the need to visit the Civic Centre to make payments.

Taxi licence improvements – We have introduced a taxi drivers' knowledge test to ensure that the taxi drivers in the borough have appropriate knowledge of the road layout and adequate knowledge of basic maths and taxi rules and regulations. Since the test was introduced up to September 2015, 1,875 taxi drivers have taken part.

Reducing sickness absence - Our corporate sickness absence level has reduced during 2015 which is good news, both in respect to our reduced sickness costs but also in terms of our general productivity. This has been achieved as a result of a sustained effort by employees and managers to help embed a positive culture of good attendance, alongside effective support mechanisms for people who are absent from work due to illness.



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
Gather information from each service area about what customer feedback is being gathered (including complaints and compliments) and how it's being used	Director of Organisational Development and Democratic Services	Deputy Leader Resources and Reputation
Refresh and update the council website	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Improve Civic Centre face to face reception facilities	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Provide public toilet facilities at the Civic Centre	Service Manager Audit and Asset Management	Deputy Leader Resources and Reputation
Implement and embed Customer Services standards and charter	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Undertake residents' satisfaction survey in 2017 and review approach to consultation	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Put in place measures to encourage customers to access information and services online	Service Manager Customer Services and Communications	Deputy Leader Resources and Reputation
Deliver the Planning Improvement Plan	Head of Planning and Economic Growth	Growth and Regeneration
Launch customer contact point in Carlton/the surrounding area	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	2016/17 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	83%	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
Explore and where appropriate implement new technology and digital tools to improve efficiency of services	Director of Organisational Development and Democratic Services	Deputy Leader Resources and Reputation
Pursue further opportunities to reduce costs and/or improve services through collaboration with Rushcliffe and Newark and Sherwood Councils and other local authorities and partners	Chief Executive	Leader
Ensure the development and approval of an updated Asset Management Strategy	Service Manager Audit and Asset Management	Deputy Leader Resources and Reputation
Achieve planned efficiency/budget reduction targets	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Create a stronger commercial and entrepreneurial culture – explore new service delivery models that facilitate generation of new income streams and reductions in costs	Deputy Chief Executive and Director of Finance	Deputy Leader Resources and Reputation
Ensure the council gets the best deal when negotiating developer contributions	Head of Planning and Economic Growth	Deputy Leader Resources and Reputation
Ensure the Council plays a leading role and secures tangible benefits from any devolved powers and budgets from Central Government	Chief Executive	Leader

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Percentage of Business Rates collected	98.9%	Service Manager Revenues	Deputy Leader Resources and Reputation
Percentage of Council Tax collected	98.5%	Service Manager Revenues	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
Implement 'Refresh' organisational development programme	Chief Executive	Leader
Review current employee engagement and improve/modify where necessary	Service Manager Customer Services and Communications	Leader
Implement recommendations arising from pay and rewards review	Deputy Chief Executive and Director of Finance	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 Elections and Members' Services	Community Development

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Working days lost due to sickness absence (rolling 12 month total)	8 days	Service Manager Organisational Development	Leader

PLACE

Context

The borough of Gedling is a mix of urban and rural 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 secure employment. No large industries are located within the borough and our businesses are predominantly public administration, education and health. The largest proportion of our residents (16.5%) are employed in 'professional' occupations.

Residents have expressed high satisfaction levels with the quality of our parks and open spaces and a large majority (79%) say they are satisfied with their local area as a place to live.

In common with other authorities, we are facing a number of challenges. There is an urgent need for more homes and we are working with developers to progress sites to provide more accommodation, including more affordable homes. We are working hard to identify ways to reduce the amount of waste sent to landfill and will continue to encourage residents to recycle and reuse more waste.

What we've done

Helping young people into work – Working in partnership with the Department for Work and Pensions we aim to provide 16 work experience placements each year within the Council to unemployed young people, helping them gain experience and skills to better enable them to compete for employment. In 2014/15, 90% of these individuals went on to secure jobs after their placement as a direct result of their work experience with us. We also have an apprenticeship scheme and, since its launch in 2011, five apprentices have gone on to be appointed to temporary or permanent positions within the Council.

Gedling Country Park - Supported by partners including Gedling Homes, we transformed the former Gedling Colliery site into Gedling Country Park which opened on 28 March 2015. Working with the Friends of Group further development is planned and it is already hosting events such as Gedling Country Park parkrun every Saturday which is proving very popular.

Working to deliver more homes - We have worked closely with the Homes and Communities Agency to secure the appointment of the Gedling Colliery/Chase Farm development partner and work continues

to progress the development at Top Wighay Farm. Planning permission for the Gedling Access Road has been secured to provide access to the Gedling Colliery/ Chase Farm housing development with an anticipated 900 new homes; along with outline planning permission for 300 homes at land north of Papplewick Lane and 830 homes at Teal Close, Netherfield.

Introduced the Community Infrastructure Levy -

This is funding the Council will collect to help deliver a wide range of infrastructure to support the development of the borough. It is fairer, faster and more transparent than the current system of planning obligations which are generally negotiated on a 'case-by case' basis. It also provides developers with much more certainty 'up front' about how much money they will be expected to contribute.

Supporting more apprenticeships - We have secured direct European funding worth €373,000 to deliver an ambitious partnership programme to share and apply best practice in the recruitment and training of apprentices in small and medium enterprises. We will lead and coordinate the overall project which aims to create 270 new apprenticeships in the three countries (UK, Poland and Bulgaria) over the next three years.



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	Head of Planning and Economic Growth	Growth and Regeneration
Develop and implement a local programme of job fairs	Head of Planning and Economic Growth	Growth and Regeneration
Provide business support for small and medium businesses	Head of Planning and Economic Growth	Leader
Secure construction of the Gedling Access Road	Head of Planning and Economic Growth	Growth and Regeneration
Progress findings of feasibility study into provision of a Fourth Trent Crossing	Head of Planning and Economic Growth	Leader
Progress Integrated Transport Plan for Gedling with a particular focus on improving access to employment	Head of Planning and Economic Growth	Growth and Regeneration
Develop a number of growth/development schemes which are ready to progress when funding opportunities arise	Head of Planning and Economic Growth	Growth and Regeneration

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Percentage of working age people on Job Seekers' Allowance	No worse than national average	Head of Planning and Economic Growth	Growth and Regeneration
Percentage of young people (18-24 year olds) claiming Job Seeker Allowance	lower than 2.6%	Head of Planning and Economic Growth	Growth and Regeneration
Support small and medium size enterprises to recruit their first apprentice	30	Head of Planning and Economic Growth	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, offering a minimum of 5 per year	Service Manager Organisational Development	Growth and Regeneration
Provide 2 paid intern opportunities within Gedling Borough Council on an ongoing basis	Service Manager Organisational Development	Growth and Regeneration
Encourage and incentivise local businesses to offer work experience and apprenticeships	Head of Planning and Economic Growth	Growth and Regeneration
Continue to implement employment agreements and pre-employment arrangements to maximise job opportunities for our residents linked to new developments	Head of Planning and Economic Growth	Growth and Regeneration
Deliver the European funded ERASMUS + apprenticeship project	Head of Planning and Economic Growth	Leader
Identify and implement practical initiatives to support long term unemployed people back into work	Head of Planning and Economic Growth	Growth and Regeneration

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Number of apprenticeships hosted within Gedling Borough Council	6	Service Manager Organisational Development	Growth and Regeneration
Number of pre employment (or similar) work experience placements created in Gedling Borough Council	16	Service Manager Organisational Development	Growth and Regeneration
Number of internships or graduate-specific work placements created within Gedling Borough Council	2	Service Manager Organisational Development	Growth and Regeneration
Number of school-age work experience placements hosted in Gedling Borough Council 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 need	2	Head of Planning and Economic Growth	Growth and Regeneration
As part of supporting SME apprenticeships number of 16-24 year old Gedling borough residents supported to secure an apprenticeship	20	Head of Planning and Economic Growth	Growth and Regeneration
Number of employment agreements and pre-employment arrangements including pre-employment training, placements in education, apprenticeship starts and jobs created	44	Head of Planning and Economic Growth	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	Head of Planning and Economic Growth	Growth and Regeneration
Reduce the number of empty homes in the borough	Service Manager Housing	Growth and Regeneration
Secure adoption of Local Planning document	Head of Planning and Economic Growth	Growth and Regeneration
Secure the provision of more affordable housing including homes for rent in the social housing sector	Service Manager Housing	Growth and Regeneration

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
Net additional homes provided	310	Head of Planning and Economic Growth	Growth and Regeneration
Number of affordable homes delivered	80	Service Manager Housing	Growth and Regeneration
Percentage of major planning applications processed within 13 weeks	90%	Head of Planning and Economic Growth	Growth and Regeneration
Percentage of minor planning applications processed within 8 weeks	70%	Head of Planning and Economic Growth	Growth and Regeneration
Percentage of other planning applications within 8 weeks	80%	Head of Planning and Economic Growth	Growth and Regeneration
Number of long term empty homes in the borough returned to use as a result of Gedling Borough Council intervention	2	Service Manager Housing	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 2015, we were told that the quality and appearance of the environment was the fourth most important issue for 64% 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 Waste Services	Environment
Review and implement Parks and Green Spaces Strategy	Service Manager Parks and Street Care	Environment
Create additional facilities at Gedling Country Park including play area and a visitor's centre	Deputy Chief Executive and Director of Finance	Environment
Deliver improvements in the image and 'offer' of Arnold Town Centre including Arnold Market	Head of Planning and Economic Growth	Growth and Regeneration
Explore options and develop delivery plans for regeneration of Carlton Square area	Head of Planning and Economic Growth	Growth and Regeneration
Provide an additional waste collection over the Christmas period	Service Manager Waste Services	Environment
Provide a bulky waste amnesty	Service Manager Waste Services	Environment

Performance measures and targets

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

Indicators	2016/17 target	Lead Officer	Portfolio Holder
ECO Stars rating	4 stars	Manager Transport Services	Environment
Reduce energy usage on Council estate	2% reduction	Service Manager Audit and Asset Management	Environment
Reduce carbon emissions from Council estate	2.5% reduction	Service Manager Audit and Asset Management	Environment
Increase the number of garden waste customers	Additional 1000 each year	Service Manager Waste Services	Environment
Percentage of 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





Council Performance



The Gedling Plan covers the key work planned for the Council for the three years from 2016 to 2019.

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.

Serving People, Improving Lives



Individual Performance

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

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/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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