**SWOT ANALYSIS 2022**

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|  | **KEY: Community Council Economy Place** | | | | | | | | |
| **STRENGTHS** | | | | |  | **WEAKNESSES** | | | |
| Proportion of LSOA in most deprived 10% low | | Low levels of rough sleepers | Low number of Children in low income families (under 16s) | Homeless - Assessed as duty owed |  | Netherfield ward is in the bottom 20% of most deprived areas nationally | 9 areas that fall into the worst 30% nationally for issues affecting children | Killisick/Netherfield are becoming more deprived | 9.1 year gap in life expectancy between the most and least deprived households |
| Total households on waiting list below average | | Local coordination of externally commissioned health services | Suicide rate lower than national average | Lower than average rates of obese children (aged 10−11) |  | Lack of data around young people | Increasing levels of adult obesity. 64.9% overweight | Adults that currently smoke (14.2%) higher than average | Higher than average rates of smoking status when giving birth |
| Higher than average life expectancy at birth (males) | | Under 75 Mortality rate – all causes | Low number of new cases of tuberculosis | Average time to process new housing benefit claims |  | Gedling is a social mobility cold spot for Early Years and Youth, source Social Mobility Commission | Admission episodes for alcohol-related conditions higher than national average | Council is asset poor, with deteriorating stock | Reducing level of council financial reserves |
| Armed Forces Covenant Gold Award | | Customer outreach work in carlton, and Netherfield and Calverton | The Council plays a strong leadership role within the South Notts Place Based Partnership, as the Executive Lead on Community Development. | New leisure centre business planning approach has seen swim school participation and income exceed pre-Covid levels |  | Reducing workforce with increasing demand | Inefficient “silo” contracting arrangements within service areas regarding asset management and maintenance | Capital Strategy requires a longer term focus | Underlying need to borrow to maintain existing services increasing in the absence of alternative capital resources |
| Good provision/training of equalities and inclusion knowledge within the Council | | Council has small amount of long term debt | High levels of planning applications processed on time | Closure of some previously financially unsuccessful commercial services (reducing financial losses |  | Low staff morale in some parts of the council | Limited success in obtaining external funding | Lack of staff engagement in corporate planning | Poor communication channels through to front line non-Civic based staff |
| Focused on Service improvement delivery | | Motivated and effective employees | Sound financial management and strong track record of delivering efficiency programmes to achieve a balanced budget and sustainable MTFP | Gender pay gap |  | Complaints and some working practice shows that equalities and diversity knowledge and its application remains low across the Council | Gross median weekly pay (workplace) below average | Apprenticeships (690) started by adults less than England LA average | Low level of job density |
| High % of phone calls answered by Customer Services | | Good partnership working across Greater Nottinghamshire | Health and safety practice is very good at leisure centres | 3 year business survival rate is high |  | Demand outstrips supply for accommodation for small and medium-sized enterprises | GCSE attainment (69.6%) in Maths and English by age 19 less than average | Gross median weekly pay (resident) below average | ~~Average travel time to employment (Public Transport, Cycling, Drive) high~~ |
| High proportion of population aged 16-64 qualified to at least level 2 | | High levels of access to own vehicle | 3 year business survival rate is high | Cost of Planning and development services per head of population |  | GVA per hour worked | Below average business births | High contamination rates in recycled materials | High level of fly tipping |
| High levels of home ownership | | Superfast broadband coverage and faster than average download speeds | 100% 4G coverage | Gigabit capable broadband – Highest in Nottinghamshire |  | Green space asset risk assessments need completion including Tree Surveys | Residual household waste per household high | Public transport- No easy linkage between areas within borough | Lack of community & Voluntary sector support infrastructure since closure of Gedling CVS |
| Established a Gedling Senior’s Council | | Community grants programme supporting local communities | Strong and vibrant partnerships with voluntary and community organisations | High levels of Youth Engagement through Gedling Youth Council, Locality Working and Events |  | Carbon reduction - we have insufficient funding identified to be able to meet our 2030 objective |  |  |  |

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| **OPPORTUNITIES** | | | |  | **THREATS** | | | |
| Increase in the engagement of young people | Review of Community Infrastructure Levy and Infrastructure List. | Identify additional health inequalities data and evidence for the Borough as a member of the Integrated Care System | Landlord Selective Licensing to improve housing conditions in affected areas |  | Challenges from welfare reform (Universal Credit) | Increases in the seriousness & complexity of vulnerable persons cases managed by the Council | Ageing population - Increasing number of residents over 65+ and 85+ | Increased demand for temporary accommodation for homeless |
| Addressing health inequalities through social prescribing programmes | Joint working with both Nottinghamshire County Council Public Health and the Integrated care System | Commercialisation strategy adopted covering new and existing services | More customer focused using customer insight data |  | Cyber-crime – attacks on Council infrastructure | Outcome of Fair Funding and business rates retention reviews | Succession planning | Change in legislation/government policy (affecting employment and service delivery) |
| Strategic Review of Community and Leisure Facilities to inform future investment and service planning | To establish “Digital by default” with a business case required justifying where non digital processes are to be continued | The ageing population in terms of encouraging increased levels of volunteering and re-designing leisure and wellbeing services to meet that demand | Rationalise accommodation requirements to realise savings due to success of agile working |  | Retention and recruitment in some areas of the Council | Capacity and skills to manage increasing demand of health and safety compliance | Corporate Governance – Indicators suggest threat to our engagement in governance (contracts/ audit/ H&S risk assessments/general risk assessments) | Competing with other local authorities for commercial work |
| GBC estate - chance to better maximise the value of our assets | External Funding | Maximising marketing and sponsorship | Shared Prosperity Fund Investment Plan |  | Filling posts - increasingly we are unable to meet the financial cost of market rates | Cost of living crisis – Our employees and also cost to our own Business | Cost of living crisis - external (residents and businesses) | Resources manage any growth in external major or high risk events in the Borough through the Safety Advisory Group process |
| Big Wave business planning model for leisure centres swimming and health and fitness to drive income growth | New financial freedoms from central Government | External awards /nominations | Embedding project Management discipline |  | LA neighbours applying higher rates of pay for similar roles at GBC | Funding settlement from Government insufficient to support current level of service provision | Lack of capacity to comply with current corporate governance process |  |
| Alternative models of service delivery being explored | Proactive asset management to create new commercial units involving divesting and reinvesting in new opportunities. | ~~Business Rates Pilot Bid 75% retention 2019/20 potential income for investment~~ | Increasing population and the number of households in the borough |  | Review of New Homes Bonus scheme | Local impact of Brexit | Ageing Council assets | ~~Greater partnership working~~ |
| Revitalising Town and Local Centres through external funding sources and engagement with private landlords and businesses | Review of affordable housing policy | Increase commercial accommodation available to SME’s through development of commercial units | New Homes bonus scheme may offer windfall funding for investment assuming no changes to current scheme |  | Pressures on partners budgets / staffing resulting in them undertaking little / no partnership working | The overall rises in crime and increase in the serious and organised crime threats, e.g. modern slavery, exploitation and drug supply | Carbon reduction that we will not be able to achieve our 2030 objective | Future emergency planning scenarios outside Council control, such as pandemics, flooding/drought due to climate change, etc. |
| Revitalise our Town and Local Centres through LUF and SPF funding | External funding policy to deliver council priorities (inc. Armed Forces Covenant fund) | More co-operative work with voluntary and community organisations | Continued investment in Gedling Country Park |  |  |  |  |  |
| An events programme tailored to deliver a range of corporate priorities | Review of Open spaces Guidance | Emerging design guidance for the Borough | Carbon reduction to identify and secure funding |  |  |  |  |  |
| Heritage strategy and plan -importance of celebration of the local heritage | The construction of the Gedling Access Road has opened up planned developments. | Provision of new infrastructure to support new development sites | Core Strategy review provides an opportunity to plan for growth and infrastructure |  |  |  |  |  |
| Greater partnership working | Developing a sustainable infrastructure of community hubs across the Borough | The emerging charity hub run by Eagles Nest Community Action at Arnot Hill House | Improve visitor economy including work across LA boundaries on this in Newstead and also with Bestwood |  |  |  |  |  |