



North Tyneside Council

Appendix A

Council Strategic Plan 2012 – 2015

WIDENING HORIZONS

Please note that this is an unformatted document and as such it is work in progress. The completed document will have appropriate graphics and pictures etc, which will enhance the overall content of the Council Strategic Plan by adding a visual representation of some key case studies and graphic explanations of our position.

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1. Introduction

I am pleased to present the North Tyneside Strategic Plan for 2112-15. The Plan has been developed at a time of great change for local councils. As we are all aware, there are significant economic challenges to address. This is the reason we have set out our local priorities based on consultation with residents and other stakeholders with a clear emphasis on growth in our local economy.

We are continuing to build on our successes in North Tyneside and I am delighted that our residents share our priorities and welcome our future plans. We are already taking these forward by investing in key areas to unlock growth and opportunity. We are an enabling council that works in partnership with organisations and individuals across different sectors -so that people can develop businesses, job opportunities, services and take control of their individual needs.

We are also facing significant financial challenges. The Council has to save £47m over a four year period which started in 2011. In 2011-12 we saved £16m and this year we will be saving a further £16m.

We will ensure quality services continue to be delivered, jobs are protected and the Council remains a strong and accountable community leader. Residents have told us that this is what is important to them.

This Plan will deliver growth in the Borough and improve our services and facilities, whilst at the same ensuring excellent value for money. We will work with our partners both locally, nationally and internationally to bring the very best for North Tyneside.

This Council Strategic Plan sets out how we will achieve these objectives.

A handwritten signature in black ink that reads "Linda Arkley". The signature is written in a cursive style, with the first name "Linda" in a larger, more prominent script than the surname "Arkley".

Mrs Linda Arkley
Elected Mayor of North Tyneside

Our vision is for North Tyneside to be a place where:

- **people can grow up, learn and live safely and healthily**
- **more businesses can grow and be successful**
- **visitors will want to come back to again and again**



Picture

Our Guiding Principles:

- Communicating effectively and empowering the people of North Tyneside, ensuring their voice is heard
- Putting customers first – taking personal responsibility and ownership of our dealings with residents
- Widening horizons and raising aspirations
- Being a strong and loyal partner and delivering in partnership
- Being innovative, open, honest and transparent
- Providing excellent value for money and seeking to deliver high performance
- Delivering environmental sustainability
- Promoting North Tyneside and making change happen – for the council, the borough and in people's lives

Our Priorities

We have seven priorities:

- **Delivering sustainable growth**
- **Delivering excellent education, skills and employment opportunities**
- **Supporting people to be healthy and independent and protecting the vulnerable**
- **Creating safe and secure communities**
- **Protecting and enhancing the environment**
- **Helping people to make a positive contribution**
- **Making change happen, improving customer service and facing up to our financial challenges**



Picture

1. How are we doing?

The following provides a summary picture of the communities of North Tyneside.

Our Population

- The population of North Tyneside continues to grow and is projected to increase from 196,000 in 2008 to 231,300 by 2033.
- The age profile of the population is projected to change significantly with 23% of the population over 65 by 2030, compared with 17% in 2008. The growth in the number of older residents will create challenges in supporting these residents as they age.
- The Office for National Statistics estimated that percentage of non-‘white British’ North Tyneside residents has grown from 3.2% in 2001 to 7.3% of the population in 2009. The largest group within this 7.3% was ‘other white’ (for example from elsewhere in Europe), and was estimated to make up 2.1% of the total population in 2009. The next largest group is ‘Asian or Asian British’, which was estimated to make up 1.8% of the total population in 2009.
- The ‘prime age’ population is projected to reduce slightly from 25% of the population to 24%. This is the most mobile and highly qualified section of the workforce and is crucial to sustain a competitive economy.

Quality of life

- Children achieve positive outcomes during the early years, including those from deprived backgrounds. 100% of children’s centres that have been inspected are rated as good or excellent. Pupils achieve GCSE results that are in line with or exceed the national average. The majority of schools are rated as good or outstanding by Ofsted, with behaviour found to be good or outstanding in 93% of schools.
- Outcomes for post-16 are improving but fewer 19 year-olds achieve a level 3 qualification than the national average. The latest data, 2010/11, shows level 2 qualifications by age 19 to be in the 2nd quartile nationally while the proportion of 19 year-olds achieving a level 3 qualification is in the 3rd quartile, 1.8% behind the national average. Overall, progression to HE continues to rise but remains below the national levels.
- In recent years we have seen a significant increase in the number of children who require a child protection plan and who enter the care of the council, and levels remain high.
- The overall health and wellbeing of children and young people is good but obesity and substance misuse remain issues. Health inequalities between children from the most and the least deprived households remains.
- The supply of homes in the borough has increased by over 2,700 since April 2005, although there have been challenges maintaining supply in recent years due to the economic downturn. Almost all of our social housing meets the decent homes standard but only 65% of homes in the private sector are estimated to be decent. We continue to deliver affordable homes but the need continues to rise - we currently estimate there is a shortfall of 479 affordable homes each year.

1. Source: ONS, 2009 Resident Population Estimates by Ethnic Group, All Persons, published 2011.

- There is a difference in life expectancy of around 11.5 years for men and 9.1 for women between the most and least deprived areas of the borough.
- It is estimated that up to half of this difference in life expectancy is due to smoking, as this contributes to the two major causes of death in the borough: cardiovascular disease and cancer.

Economy

- The proportion of the population (age 16-64) estimated to be economically active in North Tyneside was 80.9% for the year ending March 2011, significantly higher than regional and national rates. The borough now forms a key part of the Tyneside economic area and is proving an attractive business location due to a combination of major business parks, good communications and available workforce. The number of registered enterprises in North Tyneside grew by 18.2% between 2000-2011, more than Tyne and Wear, the North East and England.
- The economic downturn from mid 2008 onwards has had an impact across the borough with an increase in those out of work. The number of people in receipt of Jobseeker's Allowance increased from 3.5% of the estimated age 16-64 population in November 2008 to 4.8% in November 2011.
- The public sector accounted for an estimated 23.7% of total employment (employees plus working proprietors) in the borough in 2010. Estimates put the possible reduction in the number of public sector jobs in the North East at between 20,000 and 30,000 by 2015/16.

What our residents have told us

As part of our planning, the council engages with residents and partners to identify key priorities. All of the feedback received has been considered to assist the council in taking forward its priorities and in delivering our Change, Efficiency and Improvement programme, which will be a key element of the Council Strategic Plan for the next three years (2012-2015). The key messages from this feedback are set out below.

Our Residents Survey is carried out every year to find out which services are most important to residents, or need most improvement. The highlights since the previous postal survey are:

Where we are doing well:

- satisfaction with the way the authority runs things (up by 14 percentage points since 2008 to 57%).
- satisfaction with North Tyneside as a place to live (up by 5 percentage points since 2008 to 80%).
- people feeling safe after dark in North Tyneside (up by 12 percentage points since 2008 to 60%).
- satisfaction among service users, tend to score between 66% and 95%. The top five rated services are:
 - beaches - 95% user satisfaction.
 - waste collection – 93% user satisfaction.
 - local libraries – 88% user satisfaction.
 - kerbside recycling – 88% user satisfaction.
 - local tip facilities – 86% user satisfaction

Where we can improve:

Priorities for continued improvement are:

- Road and pavement maintenance - suggested by 64% of residents.
- Activities for teenagers - suggested by 35% of residents
- Community involvement and influence in the Council decisions that affect them

In addition a large number of engagement events were arranged to give residents and stakeholder groups from the public, private and voluntary sector an opportunity to comment on our priorities and proposals. This includes consulting with our independent Residents' Panel.

There were also opportunities for residents to have their say through the Council's Widening Horizons magazine, which is delivered to every household in the borough and through our website which had a online questionnaire.

The following are some of the key messages that residents have told us:

- there is strong support for a plan to grow North Tyneside out of the current economic situation, through job creation and training, and improving the local areas, such as developing the Coast to encourage tourism.
- there is support for the Learning Village which will be able to provide people with life skills and further education
- in general, people are in favour of moving forward with a Community Based Trust, although there were some concerns to be addressed on any proposed closures.
- there is positive support for preventative services and with a call for support for clients to manage their personal budgets.
- there is support for the proposals on environment services with a need to work with community groups to be able to look after their own neighbourhoods.
- there is strong support for good quality education with a need for a plan to improve school buildings in parts of the borough

2. Our Key Priorities

PRIORITY 1

Delivering sustainable growth – ensuring that the right infrastructure is in place to enable businesses to grow and thrive and for residents and visitors to enjoy a good quality of life with access to cultural and leisure facilities – encouraging innovation and enterprise; creating the conditions for long-term investment in jobs, homes and infrastructure; expanding the local economy in a new direction and driving forward the regeneration of the North Bank of the Tyne and other parts of the borough.

Ensuring that the right infrastructure is in place is essential to economic growth. Regenerating the North Bank of the Tyne is key to developing a thriving borough. This involves increasing the amount of new business by maximising the benefits of the Enterprise Zone. The second phase of the Learning Village is planned and will support the growth and success of our businesses. It will become a major centre for training and skills and will contribute to the regeneration of Wallsend, with a positive impact on the wider borough.

We will work with local businesses to generate growth, innovation and greater competitiveness. Inward investment will be secured by marketing North Tyneside as a great location in which to do business. New business start-ups will be supported to stimulate economic growth.

We will continue to support the growth of our town centres with a marketing and events programme.

We want a range of good quality homes in the borough that meets the diverse needs of our residents and provide them with choices. This includes affordable homes for those whose needs cannot be met by the market and all types of market housing to meet demand, including the demand for executive housing.

We will also continue to develop our ideas on how best our cultural offer can be provided in partnership, attracting more visitors to spend more money on tourism in North Tyneside to support business development, improve the quality of leisure time for our residents and support jobs in our area.

Case study

This is what we will do:

- Improvements to the coastal area, in accordance with the objectives of the approved Coastal Regeneration Strategy. It is intended that the refurbishment of the Dome will be completed by the council's development partner by 2013/14, introducing new cultural and leisure related activities. The regeneration of Spanish City Island will be completed by further new commercial and residential developments, which will be set within a high quality public realm and should be complete by the end of this plan.
- A range of high quality improvements and investment in new facilities will be undertaken along the coast by the council and its private sector partners, in accordance with the objectives of the approved Coastal Regeneration Strategy. Cullercoats Bay, Tynemouth and Whitley Bay will benefit from significant investment in new cultural and leisure visitor attractions by the end of 2013/14.
- We will develop a framework for investment in the tourism infrastructure of the coast and river corridor from St Mary's Lighthouse to the World Heritage site at Segedunum Roman Fort and Museum in Wallsend, and promote a coherent, cultural offer based on the following three objectives:
 - creating a cultural coast
 - gateways from the past and into the future
 - world class events
- By the end of 2012, complete the development of a Tyne and Wear choice-based lettings service.
- Work to prevent homelessness. By the end of 2012, embed the Housing Options Service, Gateway Service and Young Parents Support Scheme.
- Work with owners to bring empty private sector homes back into use
- Increase the number of landlords achieving accredited status, to drive up standards in the private rented sector.
- Work with developers and registered providers to increase the supply of affordable homes in the borough

- Develop enterprise and employability skills, to ensure people have the right skill sets for employment working with the Local Enterprise Partnership to help deliver a strengthened skilled workforce.
- Refresh the council's Hackney Carriage and Private Hire Licensing Policy to ensure that the borough continues to have a flexible and responsive taxi and private hire transport sector which provides consumer confidence.
- We will explore new ways of partnership working by exploring opportunities of developing a Community Based Trust that will protect and deliver sustainable services that are tax efficient and commercially agile, while engaging community and business expertise to help improve services.
- In the River Tyne North Bank we will lead on delivering extensive improvement and rebalancing of the local economy focusing on private sector growth in the offshore wind, low carbon and advanced manufacturing industries by working closely with partners, including the North Eastern Local Enterprise Partnership.
- As the new Enterprise Zone is established, we will undertake further infrastructure improvements to facilitate major investment in the marine and offshore wind sector, which will have a significant impact on the business and employment prospects for the Swan Hunter site, the Port of Tyne North Estate and other River Tyne North Bank sites
- We will continue to develop the Learning Village, building on the benefits of Phase One, which is now operational. The preferred option for Phase Two of the Learning Village, alongside the Swan Hunter site, is now confirmed and development should commence in 2012/13
- In Wallsend town centre, further new affordable and private housing developments will start in 2012, widening the range of opportunity for new and existing residents. Some housing in Hedley Place and York Drive will be demolished as part of the new Forum shopping centre redevelopment which will also start in 2012/13, delivering a significant and sustainable improvement in shopping facilities for local residents. Investment will take place in the remaining homes to modernise the internal fitting and fixtures and to improve their external appearance.
- Ensure the quality of work carried out on our highways by utility companies.

PRIORITY 2

Delivering excellent education, skills and employment opportunities – enabling people to be educated, skilled and confident to engage in society and able to participate fully in employment.

case study

The education of our children and the development of our young people's skills for employment are crucial to the success of our communities and the borough. Although, in general our young people reach good educational standards, there is still much we can do to improve their future opportunities.

Our vision is to establish North Tyneside as a place where:

- children and young people are respected, valued and listened to and childhood is nurtured
- children and young people are happy, healthy, confident and safe. Ensure that they can develop as enthusiastic learners and tolerant, compassionate individuals who are challenged and supported to be the best they can be
- the power of learning is harnessed to transform the lives of individuals and regenerate our communities

Educational attainment and good health and wellbeing are a major determinant of success throughout life. In light of this, we will continue to work with schools and adult learning providers to ensure children and young people and adults are given every opportunity to reach their potential.

This is what we will do:

- Review early years education and childcare provision to ensure children and young people, particularly the most vulnerable and excluded get the best start in life.
- Increase access to activities and provision for young people aged 13 years and over so that they can grow well and make a positive contribution.
- Remodel school improvement provision and work with key partners to ensure schools in North Tyneside are good or outstanding.
- Work with partners to increase and broaden access to quality vocational education pathways, including apprenticeships, which enable our adults and young people to progress into sustainable employment.
- Champion educational attainment among vulnerable children and young people to increase social mobility, progression and participation in higher education, including those from deprived backgrounds.
- Develop and commence a five-year delivery plan for improving the quality of our school buildings.
- Support more young people to develop skills and knowledge to progress into Higher Education or skilled work by the age of 19.
- Work with businesses to develop the skills of residents and increase the employment opportunities for local residents.

PRIORITY 3

Supporting people to be healthy and independent and protecting the vulnerable – providing help for those who need it most, ensuring that people are able to take control of their lifestyles and access the support and care they need at critical and vulnerable points in their lives.

Good health is essential to quality of life but not everyone is fortunate to have this. We will support people to make healthy life choices and live longer lives. This starts with making sure children get the best start in life. We will remodel our services, focussing resources to get better results for families with multiple needs. We will continue to protect those in need.

We will continue to promote independence and choice, leading the way on the personalisation of Adult Social Care services so that all of our customers receive a personal budget by 2013. In doing this we will be putting greater control in their hands. We must ensure our own services are targeted and accessible to everyone, and help the social care market respond by offering a wider choice in service provision. In doing that we will continue to strengthen the Council's commissioning of services focussing on quality and keeping people safe.

With our libraries service we will broaden facilities to widen the benefits they bring to local people. We will continue to invest in those facilities which need replacement but also look hard at what our library users tell us; prioritising the services that are used the most and ensuring our libraries are run as efficiently as possible with new user friendly methods to speed up service.

Case Study

This is what we will do

- Focus on addressing health inequalities to reduce the difference in life expectancy and target our resources to support those most in need and in the poorest communities.
- By April 2013 we will complete the transfer of Public Health responsibilities to the council and will review the functions of the council in relation to promoting health and wellbeing in the borough.
- Support the role of GP Clinical Commissioning Groups and their emerging commissioning roles.
- Improve the emotional health and wellbeing of our residents through active participation and involvement in their community.
- Offer more support to enable people with social care needs to take their Personal Budgets as direct cash payments.
- Use our Health and Wellbeing Board to focus on the health and wellbeing priorities for the people of North Tyneside integrating services and pooling resources more effectively.
- Continue to promote the use of Personal Budgets to enable vulnerable people to have more choice and control over the services they receive or the activities they wish to take part in.
- Continue to provide financial assistance to those most in need and help them make adaptations to their home to allow them to live independently, using Disabled Facilities Grants.
- Commence building the Quality Homes for Older People, which will be completed by 2016.
- Continue to increase the take up of cost effective, preventative and early intervention services, such as reablement and assistive technology.
- Streamline processes in relation to adult social care access and assessment to make sure vulnerable people receive a good experience in their recovery from an illness or accident.

- Modernise community health and wellbeing services by reviewing existing provision and strengthening support to the community and voluntary sector.
- Continue the work of the Adult and Children Safeguarding Boards to ensure that safeguarding is everyone's business. The 2012 focus will be to ensure the adult and children workforce have the skills and training needed to work with families who have mental health and/or substance misuse difficulties.
- Develop the Integrated Disability Service to encompass health, education and social care arrangements for children and young people with complex and multiple needs, aged 0-25 years.
- Work with NHS health services and schools to improve the health and wellbeing outcomes for children and young people.
- Maximise the opportunities for residents and visitors to the borough to participate and benefit from our cultural offer.
- Develop our library service to reflect what our residents tell us is important to them in a modern library service and will continue to contribute to a better quality of life for North Tyneside residents.

PRIORITY 4

Creating safe and secure communities – ensuring that people are protected from harm and feel safe and secure in their community and their homes.

Case study

North Tyneside continues to be the safest metropolitan borough in England and we will continue to work in partnership to ensure we not only maintain our position but manage any future challenges.

Living a life that is free from harm and abuse is a fundamental right of every person. The council is working together with partner agencies to prevent adults at risk from suffering harm. It is our belief that people who are being, or who are likely to be, harmed are safeguarded best when organisations work collaboratively. Our aim is to ensure that the safeguarding of vulnerable adults is at the heart of everything we do.

We will work with Northumbria Police to reorganise the safeguarding unit with the aim of making a real difference to vulnerable children, young people and adults.

Most North Tynesiders continue to feel safe after dark. However, we will continue to take steps to ensure more older vulnerable people are able do so.

Our drug and alcohol services will be integrated into public health as it transfers to local government in 2013. A key focus will be to make a real difference in terms of harm caused by alcohol; including reducing hospital admissions related to alcohol.

This is what we will do:

- We will work with the Police and health organisations to tackle local problems that affect our communities with particular attention to those communities suffering disproportionately from crime and anti-social behaviour.
- Continue to increase public confidence and provide reassurance to vulnerable people by installing crime prevention measures to protect them from crimes such as household burglaries.
- Work to keep North Tyneside the safest Metropolitan borough in England.
- We will work with the Police and health organisations our partners to ensure our communities are safeguarded against serious crimes such as domestic abuse, alcohol-related crime and by reducing offending behaviour.
- Continue to invest time and resources into increasing awareness of adult protection issues. Moving our focus from protection to one concerned with prevention and protection.
- Refresh the council's Statement of Enforcement Policy to provide confidence that decisions taken in relation to our regulatory functions are appropriate.
- Develop the Food Hygiene Rating Scheme, in partnership with the Food Standards Agency, to further improve food safety compliance levels within local food businesses.

PRIORITY 5

Protecting and enhancing the environment – enabling people to enjoy a quality environment because we manage our waste, use energy in a sustainable way and protect our physical assets.

Protecting and enhancing our environment is key to ensuring the future of our communities. However, as in other areas, we have to make some tough decisions about how we continue to do this in a challenging financial climate. We will work with communities to enhance where they live.

During the next three years, we will aim to reduce the amount of waste in the borough but will require the help of residents to contribute to this by generating less waste and recycling more.

As a council, we will reduce our energy consumption and transport costs. Through this we will continue to reduce the borough's carbon footprint. Our North Tyneside Warm Zone scheme and Solar Panel programme will aim to save residents' cash and reduce the energy requirement of the borough.

Our parks will be enhanced as will the leisure experience for people living in or visiting the borough.

Case Study

This is what we will do:

- Continue to engage people to support neighbourhoods to take pride in their areas by embedding campaigns such as the Big Spring Clean campaign, North Tyneside in Bloom and the Autumn campaign.
- To reduce the cost burden of disposing of the borough's waste, we will revise our arrangements with our waste disposal partner. We will also bring into use additional energy from waste capacity to ensure we reduce our need for landfill.
- We will work towards the European Union Covenant of Mayors' target to reduce our carbon footprint by 20% by 2020 (compared to the 2005 baseline) through a programme of carbon reduction measures, including the council's housing stock, the Warm Zone scheme and our own operations.
- By April 2012, each of the top 30 council sites will have a carbon budget and related reduction target.
- We will continue to review our internal transport arrangements to make sure we are running our fleet effectively and at best cost for the council.
- We will continue to review all of the maintenance regimes of our green areas, town centres and seafront to ensure they remain sustainable and affordable.
- We will continue to enhance the Borough with floral displays.
- We will continue to deliver roads and pavements improvements.
- Regenerate and improve our parks to provide healthy, safe and welcoming venues that are sustainable, well managed and maintained and are cherished through active community involvement and ownership.

PRIORITY 6

Helping people to make a positive contribution – championing, supporting and encouraging personal and community responsibility to enable people to feel a sense of belonging to their community, have more say and make a positive contribution to community life.

We will continue to work closely with residents and community groups in a number of different ways to ensure that people are involved in the decisions that affect them. We will use the results from our Residents Survey and all of the different ways in which we engage with people to inform what we do.

We want to involve people in the decisions we take and North Tyneside's Big Society Programme has made a difference and our Community Investment Fund has successfully supported new activity by our residents in their local area.

In particular, the Widening Horizons for All Programme is aimed at supporting the growth in volunteering with a significant legacy continuing after the Olympics. Work will continue to empower local voluntary and community clubs and organisations to expand their influence and work within the community

We will continue to support the development of area forums so that they can evolve, integrating them with police and health forums. These forums will help bring people together to tackle their local issues. We will champion, support and encourage personal and community responsibility to enable people to feel a sense of belonging to their community, have more say and make a positive contribution to community life.

Area forums case study

- Continue to develop the Area Forum meetings.
- Develop opportunities to allow our residents to influence decisions around the services that impact upon them.
- Work with the community and voluntary sector to support, build and strengthen their capacity.
- Develop Community Resource Bank with partners to establish a bank of non-financial resource where the needs of the voluntary sector can be appropriately matched to the skills and resource offered by local businesses and individuals.
- Work with partners in the voluntary sector to support and promote good quality volunteering opportunities throughout the borough.
- Play a key part in the Olympic Torch Relay in 2012 and encourage residents and neighbourhoods to be involved in the Olympic event.
- Support sustainability and growth of sport and cultural organisations to deliver a wide offer of opportunities.
- Commission sport clubs and organisations to deliver activities in areas of need.

PRIORITY 7

Making change happen, improving customer service and facing up to our financial challenges – we must set a new direction to live within reduced financial resources and make our taxpayers' money go as far as it can to create a sustainable future. This will mean providing public services in a very different way - with fewer services being directly delivered by the council and more delivered in partnership with others as well as people taking more responsibility themselves. This priority is also about interacting with our customers in a more efficient and positive way and make it easier to access council's services.

Case Study

Over the next three years we will diversify how public services are provided in North Tyneside. We will work with people and businesses to enable them to make the changes that they want to see in their neighbourhoods and towns.

We will find new ways to improve our customers' experience of services, using the best available technology within our resources.

The council will move from an organisation directly delivering services to the public, to one with a greater focus on commissioning services and working closer with partners. We will remodel services and be innovative in our approach.

Formal procurement will also be taken forward for the delivery of a package of some central business services and technical services (relating to operational highways and regulatory services) by private sector partners.

We will also explore opportunities for delivering our culture and leisure services - including sports and leisure services, libraries, arts, tourism, heritage and parks -in a different way by setting up a Community Based Trust. This will protect and improve facilities and services for our residents and safeguard jobs for our staff.

This is what we will do:

- Generate income to reinvest to improve services through the way we work with schools and the public.
- Improve our approach to buying supplies and delivering services.
- To ensure best value in the way services are provided, we will review major contracts and increase regional collaboration on the purchase of supplies and services.
- Establish alternative delivery models for our back office services, working with both public and private partners to develop a best value for money service.
- Introduce new arrangements for funding of the council housing service through improvements to the Housing Revenue Account.

Customer First programme

- We will improve the customer experience for residents in North Tyneside by changing the way we work. We will invest in facilities in Killingworth, North Shields, Whitley Bay and Wallsend and make sure that enquiries are dealt with as quickly and efficiently as possible, including introducing self-service terminals in our customer first service centres.

3. Delivering the Strategic Plan – Our Change, Efficiency and Improvement programme.

To make such a radical change in the way we work will require a new and innovative approach. Our Change, Efficiency and Improvement Programme will provide that framework. This is a four-year programme that will support the delivery of the Council Strategic Plan 2011-15. We are currently in year two of the programme which has already successfully delivered against its savings targets.

The Programme has three themes

Theme A covers Children, Education and Adult services as well as the transfer of public health services as local authorities take over responsibility for these services as part of the changes to the health service. This theme is about enabling better and more efficient access to education, employability, social care, health and well being services through new ways of working and supporting independence through increased prevention activity.

Theme B is about introducing new ways to deliver a range of services through partnerships with public, private or voluntary/community sector providers, reducing central overheads and support costs as well as improving our customer services.

Theme C is about introducing new ways to deliver environmental services and reducing costs on energy and transport as well as increasing carbon reduction.

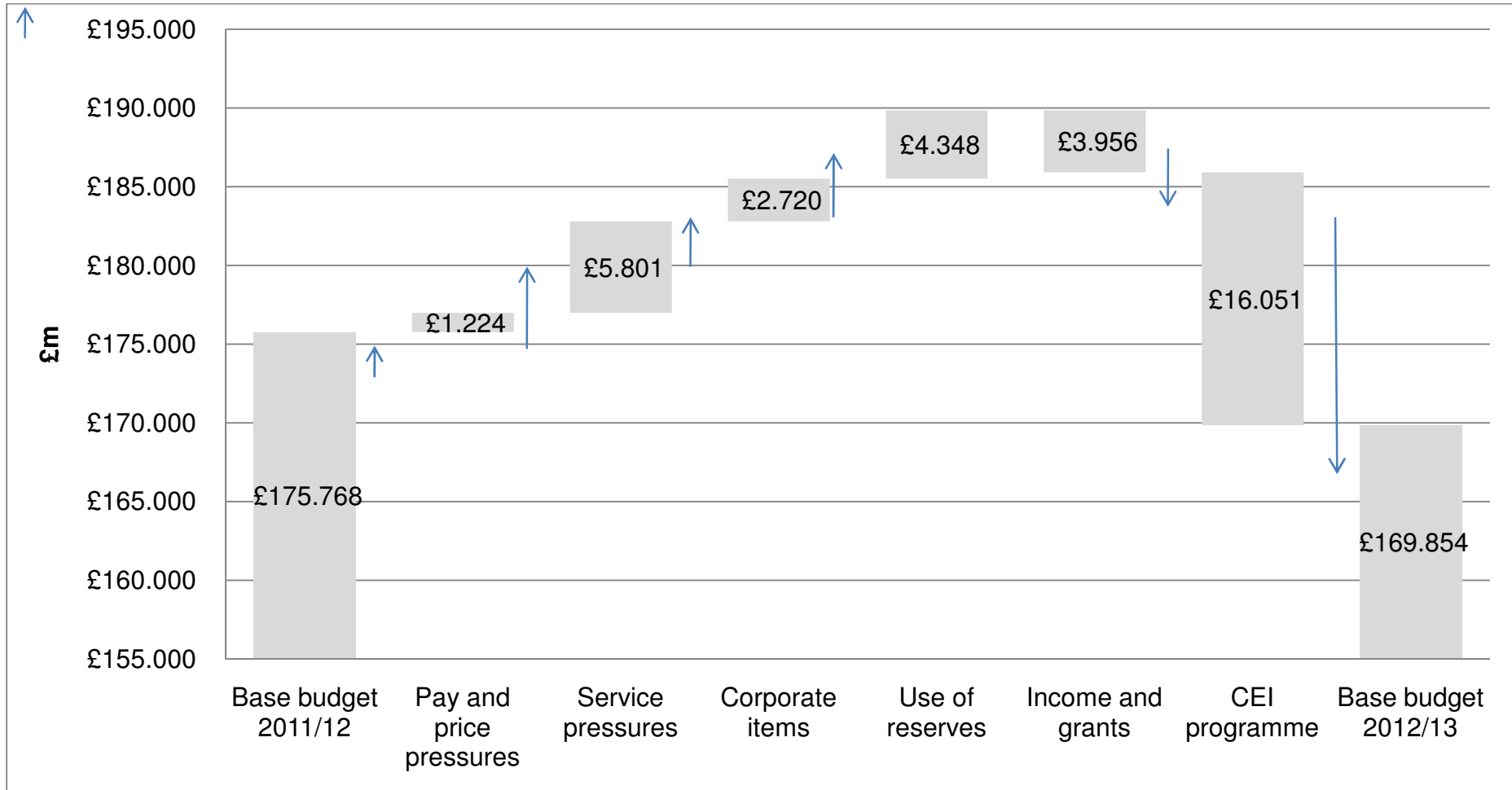
Delivering the Strategic Plan – Financial Strategy

Our budget and resources need to deliver the priorities set out in the council strategic plan. The council must have a Financial Strategy that can support service delivery and be flexible enough to enable opportunities to be explored, enable challenges to be fully costed, and ensure that the implications of those challenges are fully understood by decision-makers.

Financial planning is of critical importance. This planning is supported by the continuing need to link our day to day spend with our investment strategy and how we manage our money.

While decisions around budget setting are approved on an annual basis, the council looks at longer-term financial and resources planning in the context of a three year financial plan , as this matches the period currently used by Government.

Summary of 2012/13 budget spend in comparison to 2011/12 budget allocation



Resources

The council's Workforce Strategy and People Plan 2010 – 2013 sets out how we will maximise our people resources to ensure we have the right people, with the right skills, to deliver our corporate priorities and objectives involving the staff themselves.

We will do this by:

- modernising the organisation
 - modernising services and considering new models of delivery
 - supporting culture change which encourages innovation
 - modernising terms and conditions
- building organisational capability and capacity
 - developing our managers and leaders
 - developing our employees' skills and knowledge
 - ensuring our council wide and service specific workforce development programmes are fit for purpose
 - embracing and utilising existing talent within the organisation to help us deliver our priorities
- maximising resources and being proactive
 - having accurate data on the workforce to enable us to plan for the future
 - improving processes and systems which will drive out inefficiencies
 - considering more effective ways of employing and deploying the workforce

Photo

4. Delivering the Plan – Working in Partnership

In delivering this strategic plan, we will work with partners from all sectors at a strategic and operational level. In meeting the public sector reform agenda we are taking every opportunity to explore how services can be delivered through new partnership mechanisms. Partnership working in the current economic environment will be key to ensuring improved value for money and efficient use of resources by eliminating waste and cost incurred by duplication of effort.

At a strategic level, the council is part of the North Tyneside Strategic Partnership (NTSP), which includes North Tyneside Primary Care Trust, Northumbria Police, Tyne and Wear Fire and Rescue Service, community and voluntary sector organisations, learning organisations, Job Centre Plus and private sector organisations. Together, these partners have developed the Sustainable Community Strategy as to how they want to make North Tyneside a great place to live, work and enjoy by 2030¹. This plan sets out how the council will deliver its commitments within this overall vision. We continue to have representation from our partners at Cabinet meetings of the Council.

The NTSP has established a range of theme partnerships which are each responsible for delivering priorities within its Sustainable Community Strategy. This also reflects changes in the arrangements for public health services, which have been introduced by the coalition government.

North Tyneside's Learning Trust is now well established and continues to attract schools. The Learning Trust enables member schools to work with each other and with partners from the public and private sector.

On transport, the council plays a leading role in the Tyne and Wear Integrated Transport Authority, along with Nexus and the other local authorities in the Tyne and Wear area.

We work to involve our residents in a variety of different ways across the council. This includes:

- Area Forums
- Area Housing Forums and tenant involvement activity for council housing tenants
- Youth Cabinet and Youth Council and schools
- Older people
- Voluntary and community organisations
- Residents Panel
- Residents Survey

¹ North Tyneside Strategic Partnership Sustainable Community Strategy 2010-13

- User groups

We continue to have representation from our partners at cabinet meetings of the council.

Equality and Diversity

As a Council we are fully committed to our responsibilities around equality and diversity. In line with the Equality Act 2010, we fulfil the Public Sector Equality Duty and ensure that we consider how different people will be affected by the Council's actions. We consider all nine of the protected characteristics covered by legislation, namely : age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion / belief, sex, sexual orientation

We also ensure that we fulfil the Public Sector Equality Duty to

- remove unlawful discrimination, harassment and victimisation, and any other conduct restricted by the Act.
- promote equality of opportunity between people who have one of the protected characteristics and those who do not share them.
- develop good relations between people who have one of the protected characteristics and those who do not share them.
- to publish appropriate and proportionate information
- to agree specific and measurable equality objectives.

Our engagement strategy ensures that we have a broad range of different ways to consult with and involve residents and communities.

5. Strategic Council Plan 2012/15 – Action Plan

The adjoining action plan provides an overview of the key actions against each priority area set out in this strategic plan, as well as information on what success will look like against each action and how progress will be measured and monitored. More detailed success measures and targets will be finalised through the council's Performance Management Framework. A copy of the action plan can be obtained from the council website or by contacting the Policy and Partnerships Team at NTC Quadrant on (0191) 643 5991. This action plan will continue to be refined and developed through the Performance Management Framework process.