

North Tyneside Council Strategic Plan 2012-15

Action Plan 2012/13

21 February 2012

Priority 1. Delivering Sustainable Growth				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Local Development Framework : Core Strategy	Provision of a strategic development framework to support sustainable growth in the borough	Adoption of Core Strategy	Publication of Consultation Draft by December 2012 Submission to the Secretary of State by March 2013 Adoption December 2013	Head of Regeneration, Development & Regulatory Services Elected Mayor
Private sector Empty Homes	Fewer private empty homes causing blight on neighbourhoods	No. private sector empty homes brought back into use following interventions	Work with owners to bring private sector empty homes back into use, with a focus on long-term empty homes	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Housing
Affordable Homes	More homes for residents whose needs cannot be met by the market	No. affordable homes completed	Work with developers, registered providers and the Homes and Communities Agency to increase the supply of affordable homes in the borough	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Housing

Project name	Description of outcome	Outcome measure	Action	Responsibility
Private landlords accreditation	Private tenants live in homes that are well maintained and managed	No. private sector landlords receiving accredited status	Work with private landlords and the National Landlords ' Association to increase the number of accredited landlords	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Housing
Spanish City Island	Reuse and refurbishment of an iconic building with significant heritage value as a catalyst for the regeneration of this key coastal site for the benefit of residents, businesses and visitors.	Completion of the works.	Complete the appointment of the preferred developer in 2012 and the necessary agreements to enable a start on site.	Head of Regeneration, Development and Regulatory Services Elected Mayor
Coastal Regeneration Strategy	Significant improvement and private investment in our coast to the benefit of residents, businesses and visitors	Re-use and improvement of various existing buildings and sites by the private sector. Creating new jobs and business opportunities.	Complete programme of marketing of sites/buildings	Head of Regeneration, Development and Regulatory Services Elected Mayor

Project name	Description of outcome	Outcome measure	Action	Responsibility
Taxi Licensing	Consumer confidence in a flexible and responsive taxi and private hire sector	Policy in place	Public consultation on the council's Hackney Carriage & Private Hire Licensing Policy	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Regulatory Services
Learning Village Phase 2	New training and skills opportunities for local residents and to support new and existing businesses.	New and existing business training needs being met, improved skill levels for local residents who can access local jobs	Agree preferred delivery option. Confirm the council and other core Further Higher Education and Work Based Learning Partners	Head of Regeneration, Development and Regulatory Services Elected Mayor Cabinet Member responsible for Children, Young People and Learning
River Tyne North Bank – economic regeneration of the Swan Hunter and Port of Tyne North Estate	Improved job opportunities for local residents and economic development benefits to new and existing businesses	New businesses, opportunities for existing businesses to expand and diversify into new markets, new jobs opportunities created for local residents	Commence the Enterprise Zone Implementation Plan through designation of Local Development Order. Commence advance infrastructure improvements to the Swan Hunter site	Head of Regeneration, Development and Regulatory Services Elected Mayor

Project name	Description of outcome	Outcome measure	Action	Responsibility
Wallsend town centre	New commercial development and other environmental improvements to ensure Wallsend town centre provides a sustainable and good service for the local community and to protect businesses and jobs	Thriving town centre with low voids and a good range of shops and services for local residents	Complete the clearance of Hedley Place phases A and B. Complete the conveyance of the cleared land to New River	Head of Regeneration, Development and Regulatory Services Elected Mayor
Improvement of the management of utility works on our highways	An enhanced highways inspection regime and reduced maintenance costs to the authority	Increase in the number of inspections	Assess traffic movement, complete works to agreed schedules and ensure quality of re-instatement	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Transport and the Green Environment
Making the most of our Tourism and Heritage	Increased number of visitors to the Borough Visitors spending more on tourism in the Borough throughout the year. Local businesses promoted	Impact will be evaluated using the Scarborough Tourism Economic Assessment Model	<ul style="list-style-type: none"> • Deliver a World Class events programme • Build on the filming friendly charter • Strengthen partnership working with local businesses and regional bodies in the cultural sector 	Head of Cultural and Customer Services Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities

Project name	Description of outcome	Outcome measure	Action	Responsibility
	Employment supported in the Borough.		<ul style="list-style-type: none"> • Market North Tyneside as the region's premier coastal tourist destination • Promote our town centres as key places to visit and shop 	
Supporting and Encouraging Business Growth	Businesses will be provided with advice and assistance to maximise the Business Rate Relief available to them. Refer initial enquiries regarding business start up or expansion to the Maximising Inward Investment Group, providing a joined-up and seamless service.	Numbers of businesses responding to promotional campaigns. Numbers accessing entitlement to Business Rate Relief	Direct Dial advice line to the Business Rates Team. Promotion with annual and daily bills. Regular attendance at Chamber of Commerce meetings and Business Forums.	Strategic Director for Finance and Resources Cabinet Member responsible for Finance
Business Start-ups	More new business start-ups in the borough	New business registrations	Deliver an effective programme of business start-up support	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Finance

Project name	Description of outcome	Outcome measure	Action	Responsibility
Local Businesses Support	Assisting indigenous businesses to survive and grow	Customer satisfaction levels in businesses receiving support	Providing advice and guidance, signposting, assistance to win new contracts, premises and access to skills	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Finance
Supporting Town Centre Businesses	Fewer voids and new businesses attracted to our town centres	Town Centre Vacancy Rates	Intelligent marketing of the town centres and an innovative events programme. Support for town centre businesses through retail consultancy and other innovative initiatives developed through the Retail Centres Task Group	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Finance
Attract Inward Investment	An increase in the number of businesses re-locating or setting up in the borough	Increase in total stock of active businesses	Promote North Tyneside as destination for economic investment – working with partners including LEP, UKTI and private sector property developers	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Finance

Priority 2. Delivering excellent education, skills and employment				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Review early years education and childcare provision to ensure children and young people, particularly the most vulnerable and excluded children, get the best start in life	Children and young people in vulnerable families enjoy better outcomes as a result of early intervention.	Narrow the gap in achievement at Key Stage 1 between the most deprived children and their peers. Narrow gap in health and wellbeing outcomes between the most deprived children and their peers during the early years.	Consultation with service users, partners and professional will be completed by March 2012. A plan for the service will be produced.	Head of Schools Learning and Skills Cabinet Member responsible for Children, Young People and Learning
Remodel school support services and work with key partners to ensure all schools in North Tyneside are good or outstanding.	Ensuring a consistently high standard of school provision will improve the outcomes of pupils.	Percentage of schools judged to be good or better by Ofsted	Develop new business model for Early Years and School Improvement Service.	Head of Schools Learning and Skills Cabinet Member responsible for Children, Young People and Learning
Develop and commence a five-year delivery plan for improving the quality of our school buildings.	Improved school environment for school pupils.	Sufficiency issues on school sites Condition 1 issues on school sites Use of temporary accommodation on school sites.	Roll out programme of planned capital maintenance	Head of Commissioning and Fair Access Cabinet Member responsible for Children, Young People and Learning

Project name	Description of outcome	Outcome measure	Action	Responsibility
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.	Young people will be able to develop the skills and qualifications needed to succeed in work, in a learning environment that best suits their needs.	The number of young people achieving full level 2 and full level 3 at 19	Deliver DWP/ESF project & Go For It initiative Dove Marine Laboratory Cullercoats – Skills and Enterprise Provision	Head of Schools Learning and Skills Cabinet Member responsible for Children, Young People and Learning
Increase access to activities and provision for young people aged 13+ years so that they can grow well and make a positive contribution to their community.	Young people will be able to access a range of opportunities and activities that support their development.	Number of young people participating in positive activities. <ul style="list-style-type: none"> ○ Number of young people volunteering. ○ Number of young people participating in accredited awards e.g. Duke of Edinburgh ○ Number of young people participating in the National Citizen Service. Young people's satisfaction with youth and play facilities. Perception of young people amongst adult residents.	Youth and play strategy developed Year 1 of youth and play strategy implemented Work in partnership with the youth, voluntary and community sectors to establish a community-based budget for youth and play facilities	Head of Schools Learning and Skills Cabinet Member responsible for Children, Young People and Learning

Project name	Description of outcome	Outcome measure	Action	Responsibility
<p>More young people develop the skills and knowledge to progress into higher education and skilled employment</p>	<p>Increase in the proportion of young people who enter higher education or achieve higher level skills</p>	<p>Percentage of students accessing higher education</p> <p>Percentage of young people achieving full level 3 at 19</p>	<p>Review the 14-19 curriculum offer</p> <p>Work with HE providers and employers to support progression into HE and skilled employment</p> <p>Targeted support to encourage young people from deprived backgrounds to enter higher education.</p>	<p>Head of Schools Learning and Skills</p> <p>Cabinet Member responsible for Children, Young People and Learning</p>
<p>Champion educational attainment amongst vulnerable children and young people to improve social mobility, progression and to increase participation in higher education, including those from deprived backgrounds.</p>	<p>Vulnerable groups including looked-after children, children with learning difficulties and disabilities, ethnic minority groups and those from deprived backgrounds.</p>	<p>Achievement of vulnerable groups at Key Stage 4.</p> <p>The number of young people from deprived backgrounds entering higher education.</p>	<p>Deliver a programme which ensures a coherent strategy to support all vulnerable learners with appropriate leadership.</p>	<p>Head of Schools Learning and Skills</p> <p>Cabinet Member responsible for Children, Young People and Learning</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
<p>Work with businesses to develop skills and encourage increased employment of local residents</p>	<p>Increased employment and apprenticeship places</p>	<p>Number of new apprenticeship places in North Tyneside employers</p>	<p>Develop and promote the apprenticeship Bursary offer</p> <p>Promote the opportunities available through the North Bank of the Tyne Learning Village development</p> <p>Link residents at risk of redundancy with large scale employment opportunities</p> <p>Work with the Business forum and other business groups to identify future skills needs</p>	<p>Head of Regeneration, Development and Regulatory Services</p> <p>Head of Schools Learning and Skills</p> <p>Cabinet Member responsible for Finance</p>

Priority 3. Supporting people to be healthy and independent and protecting the vulnerable				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Address health inequalities and reduce the difference in life expectancy	Health improvement interventions targeted to those most in need	Increased uptake of health improvement services in most deprived wards and vulnerable groups Long term reduction of difference in life expectancy	Review of health improvement services, service specifications & health equity audit to be completed by October 2012	Director of Public Health Cabinet Member responsible for Children, Young People and Learning
Maximising the health and wellbeing function of the council	Review council functions and services to maximise opportunities for promoting the health and wellbeing of residents and staff	Numbers of staff providing brief advice/interventions Increase in contracts relating to health and wellbeing activities Uptake of staff health interventions/activities Achievement of Gold level Better Health at Work Award	Interview key heads of service by the end of April 2012 Develop health and wellbeing 'operating model' by the end of June 2012 Train a minimum of 50 staff in relation to brief advice on smoking and alcohol by the end of December 2012 Better Health at Work Gold Award achieved January 2013	Director of Public Health Head of Cultural and Customer Services Head of Adult Social Care Cabinet Member responsible for Adult Social Care

Project name	Description of outcome	Outcome measure	Action	Responsibility
Development of Health and Wellbeing Strategy	Clear priorities, outcomes and actions for improving health and wellbeing in the borough	<p>Joint Strategic Needs Assessment (JSNA) developed to inform Health and Wellbeing Board and commissioning decisions</p> <p>Completed strategy with clear, priorities, measurable outcomes and actions</p> <p>Health and Wellbeing website developed</p>	<p>JSNA developed to include geographical analysis and population groups by the end of September 2012</p> <p>Strategy developed in conjunction with partners and stakeholders by the end of October 2012</p> <p>Initial website content established by the end of June 2012</p>	<p>Director of Public Health</p> <p>Head of Cultural and Customer Services</p> <p>Head of Adult Social Care</p> <p>Cabinet Member responsible for Adult Social Care</p>
Improve the emotional health and wellbeing of residents	Increase the number of residents who experience positive emotional wellbeing; in particular those most at risk of social isolation and those with long term conditions	<p>Wellbeing measure in target groups</p> <p>Reduction in prevalence of depression</p>	Further develop social prescribing service model and expand provision by the end of March 2013	<p>Director of Public Health</p> <p>Head of Adult Social Care</p> <p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Adult Social Care</p>
Personalisation	Increase the number of services users using a personal budget (PB) to pay for social care support. Promotes independence and increases choice and	Indicator measures the % of eligible service users in receipt of a PB	<p>By reviewing at least 70% of service users by end of March 2012 and offering them a PB.</p> <p>By March 2013 100% of eligible service users</p>	<p>Head of Adult Social Care</p> <p>Cabinet Member responsible for Adult Social Care</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
	control for service users and their families. Increase the number of PB users opting to take a direct payment to manage their own budget	Indicator measures the % of PB service users in receipt of a direct payment	<p>will be using a PB</p> <p>Implement a points based Resource Allocation System (RAS) to allocate money in Personal Budgets.</p> <p>Work with the social care market to increase the choice of services available to customers using a Personal Budget or Direct Payment (DP). To increase awareness of DP's and promote their use. Improve the speed and efficiency of the process for receiving a DP.</p> <p>Implement a new operating model and staffing for internal services.</p> <p>Work with the social care market to increase the choice of services available to customers using a Personal Budget or Direct Payment.</p>	

Project name	Description of outcome	Outcome measure	Action	Responsibility
Reablement	Maintaining independence at home following a hospital admission	Indicator measures whether an individual is at home 91 days following hospital discharge.	By measuring whether the individual is at home 91 days post discharge. Improve systems and training for joint assessments with the NHS.	Head of Adult Social Care Cabinet Member responsible for Adult Social Care
Supporting independence	Implement an enablement model in learning disability and mental health services.	The proportion of customers in paid employment. The proportion of customers in settled accommodation.	Implement a new operating model and staffing for internal services. Review existing provision against forecasted demand. Work with the social care market to increase the choice of services available to customers using a Personal Budget or Direct Payment.	Head of Adult Social Care Cabinet Member responsible for Adult Social Care
	Preventing permanent admissions to residential care	Measure identifies the number of admissions to residential and nursing care.	By delivering a reablement model which seeks to enable individuals to retain independence.	Head of Adult Social Care Cabinet Member responsible for Adult Social Care

Project name	Description of outcome	Outcome measure	Action	Responsibility
			Modernise Supporting People and wellbeing services, through greater investment in the community and voluntary sector.	
Supporting independence continued	Ensuring that carers have access to services to support them in their caring role.	Measure looks at the proportion of total services which are provided to support carers	By ensuring that carers are involved in the assessment and support planning role. Their needs can be identified as part of a joint assessment or through their own carers assessment	Head of Adult Social Care Cabinet Member responsible for Adult Social Care
	Enabling those most in need to live independently using Disabled Facilities Grants	No. disabled facilities grants awarded	Provide financial assistance to those most in need to help make adaptations to their home	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Regulatory Services
North Tyneside Local Sustainable Transport Fund projects	An 'Active Future for Tyne and Wear' - more young people and their families undertaking active modes of travel	More people walking and cycling	Work with our public and private partners to deliver the North Tyneside projects	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Transport and the Green Environment

Project name	Description of outcome	Outcome measure	Action	Responsibility
A Rich Cultural Offer for North Tyneside	Residents engaged in a broad, rich set of cultural activities	<p>Increased attendance and active participation</p> <p>High level of satisfaction with services.</p>	<p>Deliver objectives set out in the following strategies:-</p> <ul style="list-style-type: none"> • Sport North Tyneside Strategy 2011-14 • Allotment Strategy 2009-2015 • Great Art for Everyone ... in North Tyneside. Arts • Development Strategy 2009-2012 • Reveal the Past, Shape the Future. A Heritage Strategy for North Tyneside 2010-2014 <p>Target interventions to support independent living for our vulnerable and elderly residents.</p> <p>Align services to maximise engagement in delivering the public health agenda in North Tyneside</p>	<p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
<p>A modern, fit for purpose, library offer for North Tyneside</p>	<p>Library services in North Tyneside will be modern, accessible, responsive to trends and have broad appeal</p> <p>Library facilities will be vibrant public spaces that provide opportunities for people to participate in the social and cultural life of their community.</p> <p>Reading and learning are valued activities from the earliest age.</p> <p>Customers use the library services as the service of choice for information retrieval and signposting. Our buildings and services will be the community spaces.</p> <p>Residents have the skills and tools to engage and connect with 21st century life.</p>	<p>Numbers of visitors</p> <p>Numbers of issues</p> <p>Percentage of population who are library members</p> <p>Numbers of active users of PCs</p> <p>Satisfaction rate with library services – as per annual Resident’s Survey</p>	<p>Provide a modern, responsive, efficient service.</p> <p>Create a fit for purpose model for provision of library services</p> <p>Inspire a culture of reading and learning</p> <p>Establish libraries as the first choice for information</p>	<p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
A modern, fit for purpose, library offer for North Tyneside (continued)	<p>A comprehensive, accessible easy to use service that connects people to their place and history.</p> <p>Greater take up of the service by schools who will use the service to touch young people's lives and inspire their imagination, learning and creativity.</p> <p>Our events programmes bring communities together and provide opportunities for escape and exploration.</p> <p>Our staff will have the skills and support to deliver excellence in customer service.</p>		<p>Empower and support local people to shape future library services Improve access and services through innovation and technology</p> <p>Connect people to their heritage</p> <p>Improve opportunities for young people to access and use library services.</p> <p>Create innovative, exciting events programmes Build a skilled, committed and flexible team</p>	<p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Supporting People in Tough Financial Times	Through the delivery of the council's Financial Inclusion Strategy, residents will be provided with access to free financial advice to maximise income and support with managing their debts and/or finances.	Numbers accessing financial/debt advice telephone service or attending drop-in sessions provided by the council in conjunction with our voluntary sector partners.	Continue to promote debt advice facility when customers come into contact with the council. Frontline staff within Customer Services and Revenues and Benefits have been trained on Financial Inclusion matters.	Strategic Director of Finance and Resources Cabinet Member responsible for Finance
We will remodel our early years and family support services to provide early help and specialist support for families facing difficulties and those experiencing multiple and complex problems.	<p>Families with multiple problems will be identified early and multi agency services will be targeted towards them.</p> <p>The children and young people in the household will benefit and achieve better and improved outcomes.</p> <p>Children in such vulnerable households who are on "the edge" of care will be supported in their family and social networks to prevent them from becoming looked after.</p>	<ul style="list-style-type: none"> - The number of children looked after accommodated in out-of-borough accommodation - Children entering the council's care - Children subject to a child protection plan <p>Proportion of families</p> <ul style="list-style-type: none"> • Convicted of crime • Engaged in disorder • Absent from school • Engaging with direct accessed health provision. 	<p>A new service model will be introduced.</p> <p>The reviewed service will be linked to our Community Budget Plan (to be published December 2011).</p> <p>An emergency "crash pad" to allow time-out will be provided, as will the use of family therapeutic and behavioural/conduct inputs to the families involved.</p>	<p>Head of Safeguarding and Preventative Services</p> <p>Cabinet Member responsible for Children, Young People and Learning</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
<p>Introduce a new model of safeguarding families with children at risk aged 0-22 months.</p>	<p>The first 22 months of a child's life is a critical time for social and emotional attachments to be made through a nurturing relationship with a significant adult.</p> <p>We will identify families at risk of failing their children at this important time and target them for multi-agency intervention. This will improve the parenting, nurturing and educational outcomes for the children involved.</p>	<ul style="list-style-type: none"> • The number of families and children identified for the new service. • A reduction in the number of children aged 0-22 months who come into care and/or who are placed on a Protection Plan. • Decision and planning times for those children who have assessments that show they are not able to remain with their parents/carers, due to ongoing and significant risks of harm. 	<p>An Early Life Advisory Group will be established involving the council and partners.</p> <p>Early Life Advisory Group will advise the (shadow) NT Health and Wellbeing Board on the most effective means of integrating:</p> <ul style="list-style-type: none"> - Children's Centres - Early Years practitioners - Revision of the Health Visitors Service ("A Call to Action") <p>The group will oversee the implementation of the agreed strategic plan.</p>	<p>Head of Safeguarding and Preventative Services</p> <p>Cabinet Member responsible for Children, Young People and Learning</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
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.	Improved outcomes for children with learning difficulties and disabilities who have complex and multiple needs.	Attainment outcomes at KS2 and 4	Progress a multi-agency single assessment process for children and young people aged 0-25 yrs with special needs.	Strategic Director of Children, Young People and Learning Cabinet Member responsible for Children, Young People and Learning
Work with NHS health services and North Tyneside schools to improve the health and wellbeing outcomes for children and young people.	Vulnerable young people in the borough will be identified by their schools, public health nurses, youth groups and assertive outreach activities. These young people will be provided with one-to-one and group sessions to improve their inner resilience and confidence.	Childhood obesity Teenage Pregnancy amongst NT young people. Emotional resilience amongst children and young people.	Review the activities undertaken by direct access and targeted youth services to ensure they are fully focussed upon the identified groups. Review activity in schools (PHSE sessions) to ensure the outcomes for the identified vulnerable groups are a key priority.	Head of Safeguarding and Preventative Services Cabinet Member responsible for Children, Young People and Learning

Project name	Description of outcome	Outcome measure	Action	Responsibility
<p>Deliver the Quality Homes for Older People project</p>	<p>The refurbishment of 16 sheltered housing schemes. The demolition of 13 sheltered housing schemes and the replacement with 10 new housing developments for older people.</p>	<p>Achievement of decent home standard.</p> <p>Quality homes for older people</p>	<p>Complete the procurement of the PFI scheme</p> <p>Appoint preferred bidder and achieve financial close for project.</p> <p>Commence and complete the construction phase through to 2016</p>	<p>Head of North Tyneside Homes</p> <p>Cabinet Member responsible for Housing</p>

Priority 4. Creating safe and secure communities				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Reducing repeat incidents of domestic violence	By protecting and empowering high and very high risk victims of domestic abuse and addressing perpetrator behaviour	By monitoring the percentage of multi-agency risk-assessment conference (MARAC) cases that are repeats.	Increase referrals to MARAC through effective communication, training and awareness-raising with partner agencies	Strategic Manager Policy and Partnerships Cabinet Member responsible for Leisure, Culture ,Tourism and Safe Communities
Reducing assault with less serious injury	By tackling the type of assault most indicative of alcohol-related violence problems	By monitoring recorded crime figures, especially around problematic hotspots, and A&E presentations	By working in partnership to develop actions to reduce violent crime associated with the night-time economy	Strategic Manager Policy and Partnerships Cabinet Member responsible for Leisure, Culture ,Tourism and Safe Communities
Reducing adult reoffending	By reducing the offending behaviour of the highest crime-causing offenders in the borough	By monitoring the reoffending rate of a Home Office / Ministry of Justice designated cohort	By enhancing the Integrated Offender Management approach which has been established in the borough. This brings together drug treatment, probation supervision and police enforcement to address the needs and behaviour of offenders.	Strategic Manager Policy and Partnerships Cabinet Member responsible for Leisure, Culture ,Tourism and Safe Communities

Project name	Description of outcome	Outcome measure	Action	Responsibility
Improving public confidence	By improving feelings of safety during the day and after dark	By the percentage of respondents in the Residents' Survey who feel safe or very safe	Neighbourhood Policing Teams, Safer Estates and partner agencies deliver regular, meaningful and accessible feedback sessions on issues of local concern to communities	Strategic Manager Policy and Partnerships Cabinet Member responsible for Leisure, Culture ,Tourism and Safe Communities
Exercise of regulatory enforcement powers	Public confidence that decisions taken in relation to the local authority's regulatory functions are appropriate	Policy refresh	Public consultation on the Council's Statement of Enforcement Policy	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Regulatory Services
Food Hygiene Standards	Confidence in Food Safety compliance within local food businesses	Percentage of food businesses that are broadly compliant with food safety legislation	Implementation of the Food Law Plan 2012/13 in accordance with Food Standard Agency guidance	Head of Regeneration, Development & Regulatory Services Cabinet Member responsible for Regulatory Services

Project name	Description of outcome	Outcome measure	Action	Responsibility
Reducing Hate Crime Project	To support people with disabilities to receive support if/when they are the victim of hate crime	Collation of referrals for support, assessment and numbers of people in receipt of emotional and practical support	Develop work plan which includes developing partnerships with statutory and voluntary agencies, raising the profile of disability hate crime, recruiting a worker to this project	Strategic Manager Policy and Partnerships Cabinet Member responsible for Leisure, Culture ,Tourism and Safe Communities
Adult Safeguarding	More people will recognise and report abuse and/or neglect of adults at risk.	Increased number of safeguarding alerts from staff within the voluntary sector and primary care. Adult safeguarding will be considered in more research and project work completed by the voluntary sector. All paid and unpaid staff recruited within the voluntary sector will be subjected to rigorous recruitment checks. Clinical commissioners will purchase high quality, safe services and regularly monitor provider performance.	<ul style="list-style-type: none"> • We will work alongside the voluntary sector to help them find ways of sharing safeguarding information and good practice. • We will help to deliver bespoke and generic safeguarding training. • We will encourage the development and deployment of safer recruitment policies and procedures. • We will identify a link person and provide ongoing safeguarding advice and information 	Head of Adult Social Care Cabinet Member responsible for Adult Social Care

Project name	Description of outcome	Outcome measure	Action	Responsibility
			<ul style="list-style-type: none"> • We will support the clinical commissioners to develop their own safeguarding procedures and attend relevant training. • We will share our commissioning expertise with the new clinical commissioners to help ensure safeguarding, dignity and respect are key elements of their tendering and commissioning processes • We will share our contract monitoring expertise to help the clinical commissioners establish robust performance monitoring frameworks 	

Project name	Description of outcome	Outcome measure	Action	Responsibility
Adult Safeguarding	Adults at risk will be able to purchase high quality, safe services using their personal budgets.	<p>Adults at risk will express high levels of satisfaction with the services they purchase locally.</p> <p>Adults at risk will feel safe and in control.</p>	<ul style="list-style-type: none"> • We will work with the private sector to establish a set of voluntary standards of excellence and robust internal quality assurance arrangements to enable adults at risk to buy with confidence • We will continue our work with the private sector to deliver training and highlight workforce development issues. 	<p>Head of Adult social Care</p> <p>Cabinet Member responsible for Adult Social Care</p>

Priority 5. Protecting and enhancing the environment				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Healthy Parks, Health People, Healthy Communities.	Our Parks will be clean, safe, accessible spaces for people of all ages, backgrounds and abilities to enjoy using all year round. They will enhance and sustain the quality of life and nurture the health and wellbeing of individuals and our communities, protect our environment, boost our economy, respect and value their heritage and culture, while endeavouring to meet the changing needs of our communities and visitors, now and in the future.	<p>An increase in visitors to the parks.</p> <p>Achieve Green Flag award status for our parks, wherever possible.</p> <p>An increase in resident and user satisfaction monitored through the annual Residents Survey.</p> <p>'Friends Of' Groups/Volunteering established.</p>	<ul style="list-style-type: none"> • Actively promote our parks as a major community resource • Involve the community in Parks • Actively seek funding to restore and develop our parks. • Increase the number of Green Flags achieved. 	<p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Waste Management	<p>Less waste to landfill.</p> <p>More efficient collection arrangements.</p> <p>Reduced greenhouse gas emissions.</p>	<p>Improved or sustained performance in former National Indicators (NIs):</p> <p>191-residual household waste per household (kgs)</p> <p>192 - % household waste recycled and composted</p> <p>193 -% municipal waste land filled</p> <p>Reduction of carbon footprint of North Tyneside Council (Green House Gas Report) and the Borough of North Tyneside (former NI 186).</p>	<p>Revise our arrangements with our waste disposal partner. Bring into use additional energy from waste capacity to ensure we reduce our need for landfill.</p> <p>Review subsidy of collection costs, including the introduction of charges, to encourage residents, schools and charities to minimise the waste they produce, and reduce the number of collections therefore reducing greenhouse gas emissions.</p> <p>Review waste collection methodology including the range of materials collected.</p>	<p>Head of Environmental Services</p> <p>Cabinet Member responsible for Transport and the Green Environment</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Reduce carbon footprint	A reduction of carbon emissions from North Tyneside Council buildings and across the borough, through energy efficiency projects including North Tyneside Warm Zone.	Reduction of carbon footprint of North Tyneside Council (Green House Gas Report) and the Borough of North Tyneside (former NI 186). European Union Covenant of Mayors' target to reduce the Borough's carbon footprint by 20% by 2020 (compared to the 2005 baseline)	Each of the top 30 council sites for gas, electricity and water will have a carbon budget and related reduction target. Deliver energy efficiency projects in public buildings and schools. Deliver insulation measure in residents' homes through our North Tyneside Warm Zone scheme.	Head of Environmental Services Cabinet Member responsible for Transport and the Green Environment

Project name	Description of outcome	Outcome measure	Action	Responsibility
Well maintained environmental services	<p>Best value achieved for environmental services.</p> <p>Residents will benefit from a more efficient environment service and greater engagement on environmental projects through Area Forums.</p>	<p>Maintain performance in former NI 195 a-d, improved street and environmental cleanliness for litter, detritus, graffiti and fly posting with associated targets.</p> <p>Also local indicator for graffiti removal performance.</p>	<p>Review our environmental maintenance standards to include:</p> <ul style="list-style-type: none"> • A more targeted approach to floral displays. • Review of grass cutting schedule • Maintain a highly responsive graffiti service • A more targeted environmental enforcement service • Maintain a responsive street cleaning service <p>Embed campaigns such as the Big Spring Clean, North Tyneside in Bloom and the Autumn Campaign.</p>	<p>Head of Environmental Services</p> <p>Cabinet Member responsible for Engagement and the Environment</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Transport review	Value for money achieved in internal transport operations. Council will benefit from best cost and smaller carbon footprint resulting from a more efficient transport service.	Improve transport related performance indicators.	Continually review the effectiveness of the council fleet by: <ul style="list-style-type: none"> • Reducing the size of the fleet. • Increasing the utilisation of the fleet. • Reducing the council's fuel consumption. 	Head of Environmental Services Cabinet Member responsible for Transport and the Green Environment
Delivering roads and pavements improvements	Improved local roads and pavements	Increased residents satisfaction	Delivering revenue and capital programmes based on the Highway Asset Management Plan and Area Forums	Head of Regeneration, Development and Regulatory Services Cabinet Member responsible for Transport and the Green Environment

Priority 6. Helping people to make a positive contribution				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Development of the Area Forums	A clearer list of outcomes achieved through the Area Forums. This will benefit residents and elected members	Maintaining and increasing the numbers of people involved in an area forum. Producing information on the issues that the Area Forum has influenced	We will continue to monitor attendance at Area Forums and develop additional ways of people feeding in their views. This will be added to the area forum agenda.	Strategic Manager Policy and Partnerships Cabinet Member responsible for Engagement and the Environment
Support the building of capacity within the local community and voluntary sector	Increased involvement in actions that result from both the localism Act and Big Society agenda	Information on the number of Big Society projects delivered by the community and voluntary sector. Information on greater involvement by the community and voluntary sector resulting from right to buy and right to challenge.	We will continue to deliver the Community Investment Fund. We will promote new opportunities that result from the Localism Act	Strategic Manager Policy and Partnerships Cabinet Member responsible for Engagement and the Environment
Develop opportunities to allow our residents to influence decisions around the services that impact upon them	All residents	Increase in the number of residents that feel they can influence decisions	The on-going delivery of the residents panel, and development of the council website	Strategic Manager Policy and Partnerships Cabinet Member responsible for Engagement and the Environment

Project name	Description of outcome	Outcome measure	Action	Responsibility
Develop the Community Resource Bank with partners from the private and voluntary sector	Improved access to quality non-financial resources for the voluntary and community sector and improved links with the private sector as they fulfil their corporate social responsibility programmes.	<p>Increase in number of VCS organisations receiving non-financial resources from businesses.</p> <p>Increase in businesses offering their time and expertise to work with the voluntary sector.</p>	<p>Deliver pilot programme by June 2012.</p> <p>Develop a website to promote opportunities for VCS and private sector by December 2012.</p> <p>Offer a brokerage service to match the needs of VCS with the private sector's skills and expertise December 2012.</p> <p>Marketing campaign to attract more businesses onto the resource bank. June – December 2012.</p>	<p>Strategic Manager Policy and Partnerships</p> <p>Cabinet Member responsible for Engagement and the Environment</p>
Work with partners in the voluntary sector to support and promote good quality volunteering opportunities throughout the borough	This will help to build community cohesion and a big society through people playing an active role within their communities	Increase in the numbers of people volunteering.	<p>We will promote volunteering opportunities through the area forums, council website and residents' magazine.</p> <p>We will continue to work with VODA by supporting the volunteer centre</p>	<p>Strategic Manager Policy and Partnerships</p> <p>Cabinet Member responsible for Engagement and the Environment</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Widening Horizons 4 All	A broader, richer set of opportunities will be available for residents, especially young people, to engage in cultural activities – people are challenged to make the most of their lives, have opportunities to try new things, learn new skills and play their full part in their community.	<p>Increased attendance and participation in cultural activities.</p> <p>More people involved in volunteering.</p> <p>Increased opportunities to be part of the Olympic Legacy.</p>	<ul style="list-style-type: none"> • Encourage residents to engage in a range of arts based creative activity • Support the development of the Arts Award in schools and community projects • Work with arts organisation so to develop their capacity to engage new members and increase their funding base • Commission Sports Clubs to deliver sports intervention programmes • Stage the North Tyneside Sports awards to acknowledge the achievement of athletes, official, members and sports coaches. 	<p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
			<ul style="list-style-type: none"> • Develop a Widening Horizons 4 Sport website to help provide opportunities to participate and join a sports club. • Promote a programme of coach and volunteer development courses to help build capacity within sports clubs. • Maximise opportunities in relation to the 2012 Olympic and Paralympic Games 	

Priority 7. Making change happen, improving customer service and facing up to our financial challenges				
Project name	Description of outcome	Outcome measure	Action	Responsibility
Customer First Programme	Customers are placed at the heart of everything we do.	<p>Reduction in phone and face to face transactions and an increase in customer self service via the website and other technologies.</p> <p>Corporate savings around streamlining services and reducing process lengths</p> <p>Improved customer enquiry resolution at first point of contact.</p> <p>Improved customer satisfaction and customer experience.</p> <p>Simpler and easier processes from the customer perspective.</p>	<ul style="list-style-type: none"> • Better use of new technology; upgrades to telephony system, call recording, automated call handling, workforce management tools. • Introduce a “Golden Number” into the Contact Centre • New and improved access channels for customers to contact the Council and develop opportunities to self serve. • Improve access and accommodation. • Implement the Customer Relationship Management system. 	<p>Head of Cultural and Customer Services</p> <p>Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Customer First Programme continued			<ul style="list-style-type: none"> Develop a 'Customer First' ethos throughout the council, making this the responsibility of every member of staff. 	
Corporate Equalities Framework	We will have published information which demonstrates how the council effectively supports people with one of the protected characteristics	Corporate Equalities Framework information will be included in related documentation – Service Business Plans, Residents Survey, Complaints Monitoring, and annual HR Review.	Engagement Team will work across council departments to develop and embed the Corporate Equalities Framework, and publish this information annually	Strategic Manager Policy and Partnerships Cabinet Member responsible for Leisure, Culture ,Tourism and Safe Communities

Project name	Description of outcome	Outcome measure	Action	Responsibility
Business Package, Shared Services and Corporate Core	Delivery of improved services in a cost effective way	Targeted efficiencies achieved and robust contractual arrangements in place	<ul style="list-style-type: none"> • Agree the scope of the following projects: Business Package, Shared Services and Corporate Core. Undertake a procurement exercise as appropriate to each project • Establish appropriate governance arrangements to ensure the benefits of partnership working are maximised 	<p>Strategic Director of Finance and Resources</p> <p>Head of Finance</p> <p>Cabinet Member responsible for Finance</p>
Technical Package; including planning, property, consumer protection and engineering services	Delivery of improved services in a cost effective way	<ul style="list-style-type: none"> • Investment in and grow the services within scope • Job protection for the existing workforce • Improved performance of the services within scope • Targeted efficiencies achieved and robust contractual arrangements in place 	<ul style="list-style-type: none"> • Undertake a procurement exercise as appropriate • Establish appropriate governance arrangements to ensure the benefits of partnership working are maximised 	<p>Head of Regeneration, Development & Regulatory Services</p> <p>Cabinet Member responsible for Transport & the Green Environment</p>

Project name	Description of outcome	Outcome measure	Action	Responsibility
Improve our approach to buying supplies and services	Increased assurance that we are obtaining best value for money from our contracting and purchasing arrangements	Review major contracts in conjunction with a nominated Strategic Director or HOS to determine whether VFM has been tested, and supplier relationships are offering good value	Maintain business intelligence on the council's top suppliers by spend value; review regularly with the relevant Chief Officer lead to assess scope for further VFM.	Strategic Director of Finance and Resources Cabinet Member responsible for Finance
	Increase regional collaboration on the purchase of supplies and services	Work with NEPO to influence the new areas for collaboration so that they meet the needs of the council, and the value and volume of spend through regional contracts increases.	Effective consultation with service areas to ensure that any new NEPO contracts meet the needs of the council and deliver savings. Actively participate in NEPO meetings so that the council's requirements are included.	Strategic Director of Finance and Resources Cabinet Member responsible for Finance
Implement Self Financing Arrangements for Housing Revenue Account	Self financing HRA in place	Resourced 30 year HRA Business Plan	Complete all transaction to effect change to self financing HRA Complete restructuring of council house rents to comply with national rent policy and achieve convergence where possible by 2015/16. Maintain homes to decent home standard	Head of North Tyneside Homes Cabinet Member responsible for Housing

Project name	Description of outcome	Outcome measure	Action	Responsibility
A Community Based Trust for Cultural Services in North Tyneside	Establishment of a trust to deliver high quality services which are tax efficient, commercially agile, offer excellent value for money and are sustainable.	Establishment of NPDO. Attainment of charitable status. Board of Trustees established.	Bid for contract to deliver services. Transfer of staff to a trust. Appoint board members.	Head of Cultural and Customer Services Cabinet Member responsible for Leisure, Culture, Tourism and Safe Communities