## Contents

| Chapter 1. | This document | 3 |
| Chapter 2. | Our vision, values and priorities | 4 |
| Chapter 3. | Cross cutting themes | 5 |
| - Being cooperative | 5 |
| - Wellbeing and health | 7 |
| - A green city | 9 |
| Chapter 4. | Delivering our priorities | 11 |
| - A working city | 11 |
| - Decent neighbourhoods | 15 |
| - Tackling inequality | 20 |
| - A fit for purpose council | 25 |
| Chapter 5. | Our resources | 30 |
| Chapter 6. | Meet the leadership team | 32 |
1. This document

What is this document?
The Council Plan sets out Newcastle City Council’s priorities for the year ahead and the values that underpin our work. By explaining what the council will do to improve outcomes for people in the city, it helps staff see how the work they do makes a difference to the lives of people who live, work and learn in Newcastle. The plan informs the allocation of resources through our revenue budget and capital investments, creates the basis for the planning of services across the council, and makes the council’s contribution to citywide issues clear to our partners.

Using this plan
What Newcastle City Council does and achieves as an organisation has to be set in the wider context of the city. The council plays an important role in bringing partners together to respond to the big issues which impact on the wellbeing and health of people who live work and learn in Newcastle. This Council Plan demonstrates how Newcastle City Council will fulfil the commitments it has made to the city and to other partners in the Newcastle Wellbeing for Life Board through the Wellbeing for Life Strategy.

The Council Plan sets out clearly what the council will do to help improve the lives of local people, and how we will measure our progress towards delivering our priorities. Priorities and outcome indicators have been identified using the Newcastle Future Needs Assessment. This is the single policy approach to policy making and service planning drawing on an evidence base for regular performance reporting.

Each council service will use the plan as the basis for their “Know Your Service” specification which will set out:

- Which of our priorities the service focuses on.
- Who the customers are.
- What the service costs.
- What volume of service it provides to customers.
- How well it currently performs in terms of quantity, quality and impact.
- Who is better off as a result of what it does.

These service specifications will be the basis for the allocation of resources, commissioning and investment decisions, performance management and accountability.

Service specifications will be the basis of Service Delivery Plans which will set out the key changes and developments to be undertaken by each service by 2016. These plans will include specific measurable targets for which each service will be accountable. The plans will bring together budget plans, directorate programmes and workforce. Service Delivery Plans will enable councillors and officers to be very clear on how the service contributes to delivering priorities, how they will do this and how progress will be measured.

Service Delivery Plans will directly inform personal performance objectives for all members of staff, making it very clear to all employees how they will be expected to make a personal contribution to helping the council deliver its priorities. The contribution made by each member of staff will be regularly discussed and evaluated as part of the performance appraisal process which will happen at the appropriate time in the planning and performance cycle. Performance appraisal will also consider the support and assistance staff need to meet their personal objectives and also recognise those who work in ways which demonstrate the council’s values.
2. Vision, values and priorities

Our vision

We believe that it is by working together that we make a difference to the lives and prospects of people who live, work and learn in Newcastle. That is why our overall vision is to be a cooperative council that works collaboratively to make a difference.

Our values

All of us who work for the council should understand how a cooperative organisation works on a day to day basis. That’s why we have a clear set of values which inform not just what we do, but also how we do it. Our values will inform the approach we take to decision making, the way we work with our partners and the way we develop and provide services that are used by the people of Newcastle. In all that it does Newcastle City Council will be:

• Fair – tackling inequality and promoting rights, responsibilities and respect.
• Cooperative – strongest when we work together in the interest of us all.
• Liberating – unlocking the power of people to realise the potential in their communities and in themselves.
• Accountable – putting the people we serve at the heart of what we do.
• Forward thinking – acting today to build a better tomorrow.
• Confident – proud to stand up for Newcastle and the North East.
• Leading – bringing people together to make a difference.

Our priorities

The council has four very clear priorities for how we will focus our efforts and resources to make a positive difference to the city. These are:

• A working city – creating good quality jobs and helping local people develop the skills to do them.
• Decent neighbourhoods – working with local communities to look after each other and the environment.
• Tackling inequalities – tackling discrimination and inequalities which prevent people from fulfilling their true potential.
• A fit for purpose council – a council which leads by enabling others to achieve.

The remainder of this document will demonstrate how we will work to achieve our priorities, but there are also some important overarching issues which have an impact on all we do.
3. Cross cutting themes

Being a cooperative council - changing the way we work

Becoming a cooperative council is a positive and transformative way for the council, its partners and the community to face the future together.

It involves renewing and reshaping local government to unlock potential and empower residents. Staff and managers must begin to think differently about how we deliver our priorities and work together to make a difference to our city.

Working cooperatively means:
• Integrating our cooperative values and principles into everything we do.
• Committing to and ensuring that residents are part of decision making and the social and political processes that shape the society we live in.
• Working with staff, partners and communities to co-deliver and co-produce services.
• Exploring how delivering services through partnerships, cooperatives and mutuals might help maintain services for residents, and create opportunities and jobs in the long term.

At the heart of our approach is a shift away from thinking about people and communities in terms of their problems and needs, towards thinking about the potential they have to take greater control of their lives, encouraging more people to become active citizens in active communities. People and communities are stronger when we support them to take control, identifying their own opportunities and interests and taking action themselves. We will learn from existing examples of best practice of the council working cooperatively with local people to develop and embed a robust approach to shifting the balance of power and resources away from council control and towards making communities stronger.

Being cooperative also means taking a positive approach to close collaboration with other organisations in the city and beyond – be they public sector partners, the voluntary and community sector or businesses and investors. We recognise that we achieve much more by working in partnership than by working alone and Newcastle City Council will be a good partner working constructively and collaboratively with others.

This will require all of us in the council to consider how we behave and how we work with others. The skills and attributes we will expect of our employees will be based on the cooperative values identified in this plan – the ability to collaborate beyond boundaries, an ability to bring people together to find solutions, openness and honesty, and a willingness to share resources and responsibility as well as helping others find ways to help themselves.

We will also willingly involve residents in decision making, as we have already started to do through our let’s talk programme. This means much more than seeking people’s views. We will devolve more decisions to local people, and involve them more in the co-design of services, building on the assets that already exist to ensure they meet the needs of the local community. We will also devolve more resources to the local level and help communities decide how best to use them to improve the neighbourhoods and communities they are part of.
We will develop a cooperative approach to service delivery – social enterprises, mutuals, cooperatives and community interest companies which liberate staff, managers, partners and service users to shape the way services are delivered in the future.

Many parts of the council already work cooperatively, and many others want to do more. However there are parts of the council that operate in more traditional ways where change will take longer to achieve. We are realistic about the challenges involved in transforming the council in this way at such a difficult time for residents, partners and staff, but we believe that a positive cooperative approach is the basis for a new relationship between the council and the community it serves.

A cooperative case study

**Blakelaw Ward Community Partnership**

**Objective:** To get local people involved in decision making for their neighbourhood, to encourage co-design and co-production of services the community need and want and to ensure they have the legal governance to effectively carry out those services.

**Action:** The partnership has been running since March 2013 and opportunities to work with the council have encouraged a number of key local groups and individuals to come forward and look at better ways of working for their community. The council are providing local people with knowledge and guidance to enable them to identify key priorities for Blakelaw Ward so that they can decide what services are needed. This may mean the community deliver the service themselves or procure the service elsewhere.

**Outcomes:** Newcastle City Council now has a much greater collaborative relationship with residents through the Partnership. In a short time it has supported the creation of two community social enterprise opportunities, one managing the café and one managing the playgroup at the Blakelaw Neighbourhood Centre; supported the Greenhouse and Allotment Project which partners the Royal Horticulture Society, Northumbria in Bloom, Thomas Walling Primary School and the council to improve green spaces in the ward. They have also set up a Young People’s Key Fund project to ensure that young people in Blakelaw Ward continue to be represented; set up a Design and Delivery Group, made up of service users and other stakeholders, specifically looking at the remodelling of the Neighbourhood centre; begun working with the Newcastle Volunteer Centre to encourage volunteering opportunities in the ward; and started working with the council to examine potential asset transfer opportunities.
A wellbeing and health improving city

The council has embraced its new statutory responsibility to improve wellbeing and health for everyone who lives, works and learns in Newcastle. Newcastle’s Wellbeing for Life Board shares an ambition to provide the leadership needed to ensure that people who live, work or learn in Newcastle equally enjoy positive wellbeing and good health.

Our wellbeing and health isn’t just about our genes, our age or the services we use. It is created through the economic, physical and social conditions in which we live our lives. We recognise that these influences occur across many different settings – in homes, in streets, in neighbourhoods, in schools, in workplaces, in leisure environments, in hospitals and GP practices, and in universities. By improving conditions across different settings and in the city as a whole, we can make sustainable improvements to everyone’s wellbeing and health and potentially reduce reliance on services over time.

All partners have committed to working together through a single policy approach - the Newcastle Future Needs Assessment (NFNA). As a process, the NFNA will provide an integrated, coherent and evidence-based means for partners to work together to inform priorities in the city.

Partners have also worked together to develop the Wellbeing for Life strategy – highlighting shared areas of action and the commitments partners have made to start to progress them. The Council Plan demonstrates how the council will play its part in delivering those commitments.

The council itself is committed to becoming a wellbeing and health improving organisation. We know that improving wellbeing and health is a job for all of us - every part of the council can have a positive impact on the wellbeing and health of people who live, work and learn here. We believe that every contact we have with our residents is an opportunity to enhance the ability of people to understand their rights, take control over and improve their wellbeing and health. We are using our new public health resources and responsibilities to invest in those council activities which can have a positive impact on the wellbeing and health of people who live work and learn in Newcastle.

We are also working with the Trade Unions and our Health Advocates to identify ways to ensure our staff have positive wellbeing and good health. We want to become a shining example as a health improving employer with a healthy workplace and staff with healthy lifestyles.
A cooperative case study

Tackling the availability of alcohol

Objective: To breakdown silos and think more broadly about how council functions can be used to enable better public health and wellbeing.

Action: The council recognised the role that local regulation could play in addressing inequalities in parts of the city that were experiencing the greatest alcohol related harm. We listened to residents’ concerns and identified the neighbourhoods which had the highest number of off-licences, the higher levels of alcohol related crime and anti-social behaviour, the highest levels of alcohol consumption and alcohol related hospital admissions and ambulance attendances than the rest of the city. Using this evidence we reviewed the Statement of Licensing Policy “Safe Sensible and Social: Effective Control of Alcohol in our Communities” and established new cumulative impact policy areas for off-licences in Elswick, Benwell and Shields’ Road, which recognises that the number of off-licences in these areas is having an adverse impact on the neighbourhood.

Outcome: We have listened to local residents and businesses and now have a licensing policy that is more reflective of the wishes of our communities. We have worked with partners to challenge applications in parts of the city where there are concerns, resulting in a number of off licence applications being refused or withdrawn. We have also imposed minimum pricing on some new city centre licenses.

A cooperative case study

Choices and Chances – U Decide Neighbourhood Alcohol Project

Objective: To involve local communities in identifying solutions to harm caused by alcohol.

Action: The council has been working in two parts of the city experiencing the greatest alcohol related harm in terms of higher levels of neighbourhood alcohol related crime and anti-social behaviour, alcohol consumption, alcohol related hospital admissions and ambulance attendances. In these two areas of Elswick and Byker we have been talking to local residents about the impact of alcohol in their area on themselves, young people and the neighbourhood and finding out what would help change the local area culture.

Outcome: In February 50 young people attended an event to talk about the issue and say what they thought about ideas to tackle it. In April over 100 local residents came together at a U Decide ‘Choices and Chances’ event in Elswick to decide how to spend £30k in their area to solve this issue. Some really exciting, interesting and innovative ideas have now received part of the funding and will be developed throughout 2013/14.

“I can’t wait to get involved with the Friday night project, I think it’s a great idea but we need to get as many other local people as possible involved” Tammy, local resident

“I have learned a lot and was impressed with the project ideas. I think things like this are great, it’s great to be involved thank you for including me” Drew, local resident
A green and sustainable Newcastle

The council understands the important leadership role it plays in helping Newcastle become a green, sustainable city. We have a duty to citizens now and in the future to do all we can through our policies and actions to create a positive and sustainable legacy.

We will strive to ensure that a green thread runs through all aspects of our work. In local communities we are working closely with residents to support grassroots action, and city wide we are investing in a low-carbon, resilient economy, underpinned by sustainable transport, and local skilled labour markets which will increase business competitiveness, creating and sustaining jobs.

We aim to ensure that sustainability and environmental impact are considered in all our key decisions – including all the measures which are taken in our budget process. Measures such as the collection of bins on alternate weeks are known to have a positive impact on recycling rates as well as reducing costs.

Our procurement and commissioning procedures now also consider the environmental impact of the goods and services that we buy. And our key investments in the development and growth of the city include rigorous consideration of environmental and sustainability impact. We have introduced new green standards for all new housebuilding, as well as ensuring that future housing has built in sustainability allowing easy adaptation for people at different stages in their lives.

We are at the leading edge of new technologies – leading the way on installing the infrastructure for electric vehicles, and exploring the opportunities for geo thermal energy in the heart of Newcastle. We are making good progress on a wide range of issues including energy efficiency, green spaces, nature and biodiversity, air quality, noise, water and waste management. We are improving the quality of the built environment and, in turn, improving wellbeing and health for current and future residents, building greater resilience against the impact of climate change and the rising costs of food, energy and waste associated with global environmental pressures.
A cooperative case study

Greening Wingrove

Objective: To tackle the problems of climate change and urban grime through a ‘green lens’.

Action: Any meaningful change for the better in a neighbourhood depends on focussing council services on neighbourhood needs, and unlocking residents’ enthusiasm. Greening Wingrove is a project that brings people together to work collectively on improving the environment throughout the ward. This includes making more use of trees, plants, flowers and green arts; cracking down on litter and refuse; reducing energy consumption and saving money on fuel bills. Community involvement is at the heart of this project with local residents and groups monitoring local services and putting forward ideas to improve the local environment.

Outcome: Ward funds have improved allotments, and made free home insulation widely available (reducing carbon footprints and curbing fuel bills). Greening Wingrove’s two ‘garden festivals’ attracted almost 300 residents from many different ethnic backgrounds. These offer plants for sale from allotments, invite participation in bee conservation, promote recycling and include fun such as making guerrilla seed ‘bombs’. Over 80 members of residents’ groups agreed, through a participatory budget process, to fund 15 eco-projects, including estate clean-ups, setting up community gardens, and providing back yard gardening ‘starter kits’. And additional street tree and shrub planting is planned. The BIG Lottery has awarded Greening Wingrove almost £1 million to spend over the next five years under the Communities Living Sustainably scheme. It is one of only 12 neighbourhoods across the UK to be awarded funding against very strong competition.
4. Delivering our priorities

The difference we will make – a working city

Creating good quality jobs and helping local people develop the skills to do them.

Why does this matter?

Having a good job, with a living wage and the resources to pay for the things you need in life has a positive impact on wellbeing and health. In Newcastle there are too many people not in employment and this is a root cause of inequality. Generating economic growth to create good quality jobs and making sure local people have the right skills to do them is key to addressing many of the challenges we face. The council does not create jobs itself, but it can create the right conditions for private sector business to thrive and grow. We are well placed to use our City Deal to accelerate growth and bring forward major investment projects like Science Central, Central Gateway and the Stephenson Quarter. We are also making sure local people are equipped with the skills and confidence to get access to the jobs this investment creates. By doing this we believe children and young people are less likely to live in poverty and are more likely to have greater aspirations and motivation to learn and succeed. We also believe that growing old in a working city gives more opportunities to work for as long as people choose to and for people to have the resources for a healthy standard of living into later life.

The facts

- Fewer people in Newcastle (62.7%) enjoy the benefits of a job compared to the rest of the UK (70.6%).
- There are fewer private sector businesses in Newcastle (273 per 10,000 people) compared to other big cities (298 per 10,000 people).
- 84% of Newcastle’s Schools are rated good or better compared to 74% nationally.
- Pupil attainment is getting better in Newcastle (55.8% of pupils get five or more A*-C grades at GCSE) but it is still a little below the national average (59.4%).
- Despite having 37,700 students in the city there are more young people not in education, employment or training in Newcastle (11.8%) than elsewhere in the UK (6.1%).
What will the council do?

The council will work with a range of partners to invest £450m in the city over the next three years and we have set out our investment plans in our capital budget. Our focus will be on making sure that this huge opportunity is used alongside our assets and property to bring in new investment and create the right conditions for growth and jobs in our city. Delivering our City Deal has unlocked the development of key sites like the Central Gateway, Stephenson Quarter, Science Central and East Pilgrim Street which together will generate a £1bn economic impact and create 13,000 jobs over the next 25 years.

The council is also investing in the city’s infrastructure to help local businesses thrive in a hugely competitive economy - improving transport links like A1 Western Bypass, and improving digital connections by delivering £6m Super Connected Cities Programme alongside our local broadband plan.

This capital investment is separate to what the council spends day to day on running services. Capital funding comes from specific grants and our ability to borrow. It must be spent on fixed physical assets like buildings, schools, housing or infrastructure like roads or superfast broadband. We cannot use capital funding to avoid making cuts to services.

The council will continue to work constructively with other local authorities in the region and the North East Local Enterprise Partnership to develop a regional approach to encourage economic growth and through a Combined Authority work positively with the Government to identify ways that the North East region can play a big part in the UK’s economic recovery.

We will broaden and enhance our relationship with schools as a key strategic partner working with us to support Newcastle’s young people to achieve their potential. Our approach to learning will bring education and skills closer to the economic development agenda. We will seek to strengthen partnerships in education through the development of school trusts and a Citywide Learning Trust.

The council will also develop a ‘Skills Hub’ to promote employment, career progression, apprenticeships and skill choices for individuals and firms in Newcastle and the surrounding area. This will be accompanied by a website to provide employers with information on apprenticeship routes and local training providers. We also intend to work with apprenticeship providers and firms to reduce the costs and risk of taking on an apprentice for Small and Medium Enterprises – increasing apprenticeships by 15% - that’s 500 extra apprenticeships.

We will also work with partners in Newcastle Futures to help people back into work – particularly the long term unemployed and vulnerable people who find it harder to realise their potential and enjoy the benefits that employment can bring. Our Library Service will continue to play an active role in supporting people find work through our library based work clubs which last year supported 2,150 people back into education, training or work. The Library Service will also provide help and support to businesses through the Business Intellectual Property Centre – an innovative partnership with the British Library.
## What are our ambitions for a working Newcastle?

- Everyone of working age and ability is supported and expected to work, in jobs that pay at least a living wage and in healthy workplaces.
- Young people have the opportunity to be in education, training or fair employment.
- Everyone can develop their skills to build a career that realises their potential.
- Newcastle will be known to be business-friendly and a good place to invest, providing local jobs for local people.
- Newcastle will be recognised for the strength of its social and civic enterprises, co-operatives, mutual, voluntary and community sector organisations.

## How will we assess the difference we make by 2016?

- The strength of the city’s and the region’s economy.
- Employment and unemployment levels.
- Wage levels.
- Levels of young people not in employment, education or training.
- How business-friendly the city is perceived to be and how many businesses it hosts.
- Carbon emissions from commercial and industrial sectors.
- The strength of Newcastle’s voluntary and community sector and how VCS-friendly the city is.
- Skills and educational attainment levels.

## Which of our services make a key contribution to this priority and what do they cost?

- Planning and transport policy (£0.6m).
- Economic development, enterprise and skills (£1.7m).
- Property management (£8.2m income).
- Adult and community learning (£0.1m income).
- Apprenticeships (£0.6m).
- Supported employment services (£0.8m).
- Services to support schools and young people (£1.4m).

**NB** Newcastle’s schools also receive direct grants from government of £148m.

## What investments are we making to support this priority?

- £21m in Science Central at Gallowgate.
- £47m in the Stephenson Quarter, East Pilgrim Street, Central Gateway and Walker Riverside.
- £13m to refresh Eldon Square.
- £12m transport infrastructure, promoting public transport and cycling.
- £7m northern gateway to the city centre around St Mary’s Place and Percy Street.
- £9m to improve and support schools.
A cooperative case study

Newcastle Futures - joining together to get people into work

**Objective:** To work with partners to help get people back into work after long periods of unemployment.

**Action:** The council has worked with partners such as Job Centre Plus to create Newcastle Futures, a not for profit organisation which provides strategic coordination to the work of all other training and employment agencies which help Newcastle residents find employment. The Partnership work together to make sure customers get the support they need, whatever their needs may be. Newcastle Futures Partnership can help build customers’ confidence, brush up their skills, help them to gain qualifications, explore new career options, assist them into employment and support them whilst in work. Newcastle Futures works with Job Centre Plus in the heart of communities to provide direct support to people most at risk of being excluded from employment in the current difficult economic climate.

**Outcomes:** Since 2007 Newcastle Futures has registered 11,179 unemployed people and supported 5,370 into work.

A cooperative case study

The Business & IP Centre Newcastle

**Objective:** The Business & IP Centre Newcastle is designed to support entrepreneurs, inventors and small businesses from their first spark of inspiration to successfully launching and developing a business.

**Action:** The Partnership delivering the Business & IP Centre Newcastle is made up of Newcastle City Council, Newcastle Science City, Northumbria University and the British Library. By working in partnership, in May 2013, the Centre was able to fully launch its new service, following a successful pilot phase, and offers free access to business and intellectual property (IP) databases and publications, support on commercialising IP, advice on start-up funding, market research, company data and information on patents, trademarks, design and copyright.

The Business & IP Centre Newcastle builds upon Newcastle Science City’s proven track record in delivering high growth, specialist business support, and Newcastle City Council’s and Northumbria University’s commitment to enhancing services to the business community.

**Outcomes:** This unique new service will help businesses and entrepreneurs grow and become commercially successful, producing much needed new jobs and strengthening the regional economy. To date, over 2,500 entrepreneurs and businesses have attended a wide range of events, workshops and one-to-one coaching sessions.
The difference we will make – decent neighbourhoods

Working with local communities to look after each other and the environment.

Why does this matter?

Keeping our city clean, green and safe is essential for the wellbeing and health of people who live, work and learn in Newcastle and fundamental to the attractiveness of the city to visitors and investors. Despite our statutory and moral obligation to target increasingly scarce resources to care for the most vulnerable, keeping places clean, green and well maintained and offering facilities such as libraries and leisure centres will remain at the heart of what the council does. Many people in Newcastle care about the neighbourhoods they live in. Most people don’t drop litter, fly tip or get involved in graffiti or vandalism. People already participate in community clean-ups and others choose to get involved in larger projects such as Greening Wingrove or Edible Elswick. We want to work harder to find more ways local people can get more involved. Decent neighbourhoods are not just about the places we live, they are also about the social wellbeing of the people who live there. An important part of helping to sustain decent neighbourhoods is the work we do to help people live active lives, to get involved in their community and form connections with neighbours and others who live around them. It is important that people feel safe and secure in the place they live and don’t feel isolated or excluded.

The facts

• People in Newcastle (77%) are more likely to be satisfied with their local areas than people in other places in the North East (73%).
• Newcastle is a safe place – crime fell by 8% in the last year.
• People in Newcastle are good at recycling and last year (2012/13) 44% of household waste was recycled. By 2020 our aim is that 55% of household waste in the city will be recycled.
• Between 2011 and 2030 Newcastle’s population is forecast to grow by approximately 30,000 to around 310,000.
• By 2021 the number of Newcastle residents aged over 65 will increase by 15% - and the number of people aged over 90 will increase by 47.6%.
• It is estimated that around 17,500 new homes will be required over the period 2013 to 2030 to meet forecast household growth.
What will the council do?

Decent neighbourhoods are underpinned by the highly valued universal services that council’s provide on behalf of everyone in the community like libraries, leisure centres, refuse collection and street sweeping. The council will continue to provide a high quality core library service with 96% of residents living within a mile and a half from their nearest core library. We are also exploring new ways to provide a high quality leisure service and we will be joining up our customer service centres, libraries and leisure centres so they all work together to provide a single ‘front door’ to access council services. We prize the cleanliness of our city and the quality of our green spaces, and the council will continue to play a full role in keeping Newcastle clean, green and safe.

But as the council reduces in size it will do less, and we aim to work with communities to help them do more for themselves. We recognise that different communities have different needs. We want to move away from a ‘one size fits all’ model of local services towards an approach which is tailored to meet the specific issues faced by local neighbourhoods. More and more we will design and deliver services in partnership with local people – working cooperatively to co-produce services which are reshaped to reflect budget reductions, but in a way which responds to local concerns and the potential of people in local communities to play a bigger role in maintaining decent neighbourhoods. The Communities Service will be at the forefront of supporting and enabling people to work with the council to deliver decent neighbourhoods in a cooperative and collaborative way.

We have seen many examples of this happening already in Newcastle – from Heaton where residents have taken ownership of local flowerbeds, to Jesmond where local people are running the local swimming pool. As the council steps back we have provided the support to help communities grow stronger and more self-sufficient. There are many opportunities to put public services where they belong – in the hands of the public. From handing over council land to become community gardens and allotments, to transferring community centres to the control of the communities who use them, the council will increasingly learn how to let go of assets, resources and decisions. We will learn from the best of these examples to embed this approach across all areas of the council’s business.

This will mean greater devolution of decision making and resources to the local level - giving people a bigger say and greater control over the services which directly impact on their lives. We hope see more local people take complete control of services previously provided by the council – such as community libraries, and direct community ownership of leisure centres and community buildings. We will continue to encourage and support this approach.

We will also involve local people directly in agreeing and monitoring whether the council continues to achieve the Decent Neighbourhood Standards we have agreed with local communities. Decent Neighbourhood Standards help us to play our part in making sure everyone lives in a clean, green and safe place with decent access to services and where local standards are met. The standards will help identify areas of our city where there is greatest need for investment and support.

Maintaining our city and our environment is a job for all of us. We all have a personal responsibility to do our bit to keep the city clean and green. Irresponsible behaviour like dropping litter, fly tipping, graffiti and a negative attitude to recycling damage our environment and cost a lot to put right. The council will learn
from best practice across the country to implement behaviour change activity which encourages responsible environmental behaviour. This could include persuasive campaigns, education activity and a reshaping of the way services are provided to nudge people towards behaving differently. It could also mean tougher enforcement and higher fines.

People need good quality homes that are suitable to their needs. Homes need to be secure and provide a healthy, clean and safe environment. The harmful effects of bad housing conditions pose most risks to children, people in later life and others who spend more time in the home. We will work with partners to ensure that the city’s existing housing stock is well maintained and provides a decent place to live.

Newcastle has a growing population and a shortage of good quality affordable family homes. We will work with partners to accelerate the building of new homes, enable much needed housing improvements and make sure that as many empty properties are brought back in to use as possible. The council is investing £25m in a Future Homes Fund to encourage the building of affordable new homes – particularly in city centre ‘brown field’ locations. The council will also finalise the submission of a Local Development Framework to provide a balanced view on housing and development in the city over the next 25 years. The Local Development Framework will balance the needs to create the homes and business development the city needs to grow in the future, with the need to preserve and protect the green spaces which contribute so much to our quality of life.

Alcohol misuse continues to be a significant cause of anti-social behaviour. Working with partners we will be amongst the first areas in the country to introduce a night time levy on licensed premises authorised to sell alcohol between midnight and 6am. This will provide a contribution towards the cost of policing and other costs arising from the impact supplying alcohol late at night. Domestic violence is a crime that is often linked to alcohol and the council will focus its efforts on tackling this problem and the impact it continues to have on family life and the wellbeing of women and children.

The council recognises the important role that the arts and culture play in creating decent neighbourhoods and we will continue to work closely with the city’s vibrant arts and culture sector to reconfigure the way council arts funding is provided to create a Newcastle Culture Fund. This innovative approach brings together a range of sustainable funding sources including private and public sector contributions - removing arts funding from the vulnerability of cuts to council revenue budgets.
### What are our ambitions for decent neighbourhoods in Newcastle?
- Everyone feels they live in a clean, safe, friendly neighbourhood with the chance to live a healthy lifestyle and the support that meets their needs.
- Everyone is able to have a choice of a home that is warm, dry and meets their needs.
- Everyone feels responsible for the area where they live, and for looking after their environment.

### How will we assess the difference we make by 2016?
- Achievement of decent neighbourhood standards.
- Crime and anti-social behaviour levels.
- Road safety.
- Houses built.
- People’s satisfaction with their area, and their home.
- Carbon emissions from the domestic sector.
- People’s sense of belonging to their neighbourhood and willingness to engage in and contribute to neighbourhood life.
- Transport links within and between neighbourhoods.

### Which of our services make a key contribution to this priority and what do they cost?
- Street cleaning, refuse collection and other localised services (£5.3m).
- Grounds maintenance (£1.1m).
- Waste management and recycling (£16m).
- Car parking (£8.4m income).
- Maintenance of roads and road safety (£3.2m).
- Winter maintenance (£0.6m).
- Street lighting (£4.8m).
- Public protection and regulation (£1.4m).
- Community safety (£1.2m).
- Supporting people - housing (£2.1m).
- Libraries, leisure and customer services (£15.3m).
- Communities service (£2.6m).

### What investments are we making to support this priority?
- £120m in the decent homes standard and other priority improvements to housing stock.
- £10m to Warm Up North to improve energy efficiency.
- £20m to help improve standards of private sector rented housing.
- £36m in Scotswood, Walker, Byker and Riverside Dene.
- £5m on housing options for older people.
- £8m on the development of brownfield sites.
- £5m in the Local Authority Mortgage Scheme.
- £11m on maintenance of our roads and pavements.
- £3m on flood defences.
A cooperative case study

New chapter for the iconic Byker estate

Objective: To secure critical investment in an ageing housing stock, safeguard the future of a unique, internationally renowned Grade II listed estate and preserve its very special community.

Action: The council, Your Homes Newcastle and the Department for Communities and Local Government worked closely together for three years in partnership with residents to establish a community housing trust – one of the first in the country – to empower residents and put them in charge of the estate and all decision made about its future.

Outcomes: A £43m debt write-off was secured and 1,800 homes were transferred to the Trust, paving the way for a £12m five-year investment programme from Yorkshire Building Society with a further £30m available over the following 10 years for redevelopment and refurbishments.

A cooperative case study

Edible Elswick

Objective: A partnership approach to improving community cohesion by encouraging people to come together to grow food and flowers, creating healthy lifestyles and reviving green spaces.

Action: Organising ‘growing and sharing’ events in Elswick Park along with a Walk for Life for families, fitness and history trails. Also, planting a community orchard; helping people to grow food and flowers at home and in a community garden and organising community planting days on the Jubilee and Bentinck estates.

Outcomes: Local people are starting to recognise the project and get involved in its events. 48% of local residents surveyed at an event said they would be interested in getting involved or helping in some way with the project which is supporting volunteers. On-going work involves maintaining gateways and planters on the Bentinck and Jubilee estates.
The difference we will make – tackling inequality

Tackling discrimination and inequalities which prevent people from fulfilling their true potential.

Why does this matter?

We want to improve wellbeing and health for all people who live, work and learn in Newcastle. We must work cooperatively with our partners to get to grips with the fact that inequalities in wellbeing and health have blighted our communities for too long. Whilst such inequalities exist, too many of our residents are unable to fulfil their potential to improve their life chances, and they don’t have the opportunity to make the most of their talents. In particular we must work hard to end child poverty and ensure that we respond positively to a population which is growing older by becoming a city which welcomes and supports people of all ages.

What will the council do?

Through our restructure the council will bring services together to tackle inequalities by doing all we can to help people reach their full potential at all stages of their lives. In particular we will:

• Provide care and protection for children and adults with the highest levels of vulnerability.
• Raise aspirations.
• Maximise the achievement and attainment of all children and young people across the city.
• Promote positive wellbeing and good health.
• Build resilience in individuals and families to prevent the avoidable loss of wellbeing, independence and health.
• Enable people to develop the knowledge and skills required to participate in the employment opportunities a working city offers.

The council will play a leading role in addressing the wellbeing and health of our city. We have embraced our new statutory responsibilities for Public Health, drawing together a powerful strategic partnership – the Newcastle Wellbeing for Life Board – involving all the agencies which can have an impact on making sure the people who live, work or learn in Newcastle equally enjoy wellbeing and good health. The council has joined partners in making clear commitments to improving wellbeing and health in the Board’s Wellbeing for Life strategy – building public health into all aspects of the council’s work from licencing to libraries, and from leisure to litter.

Building resilience, prevention and early intervention will be central to the council’s approach - working with individuals and communities to prevent issues which can impact on wellbeing and health before they happen – and if they do helping people

The facts

• Newcastle has some of the most deprived areas in the country but also some of the wealthiest. A quarter of Newcastle’s residents live in areas which are in the 10% most deprived areas in the country.
• Newcastle (29.9%) has more children living in poverty compared the rest of the country (21.2%).
• Life Expectancy varies significantly between the most and least deprived areas of Newcastle. For men the difference in life expectancy is 13.7 years and for women 10.8 years.
to remain resilient and independent. We will bring together preventative activity such as public health, early help to children, families and the elderly, parenting support, homelessness prevention, welfare rights and housing support to take an integrated life course approach to building resilience and independence. Through this approach we believe that all parts of the council can make a positive contribution to improving wellbeing and health.

Our adult social care services are piloting innovative new programmes such as “chain reaction” which help people live independent lives through community based support services. Chain reaction is based on people’s own interests within their community rather than relying on traditional building based day services. The approach is having a positive impact on reducing admissions to residential and nursing care.

Where building based services are reshaped to meet future needs of vulnerable people we will ensure that service users are fully involved in co-producing any new approach to ensure their needs are fully met. This is currently happening very effectively with the reviews of the respite centres for children and adults at Cheviot View and Castledene.

We are also actively exploring the creation of a new Care Cooperative bringing together adult and children’s social care into an integrated life course care service. This will allow opportunities for an integrated approach to delivering social care functions, with a particular focus on supporting people through life transitions – such as the transition of children from the care system into adulthood and working life. In the longer term we will also explore closer integration of health and social care functions – building on the close partnership working which already exists.

To raise more children out of poverty we will be working with partners to raise the aspiration of children and families. Creating the opportunity for more people to benefit from employment - creating the right conditions for the investment and growth which will create jobs and helping people develop the skills they need to take advantage of new opportunities.

Helping children to make the best possible start in life in their early years and through their education is an essential step in enabling them to realise their full potential. There is a real risk that the progress made through the support provided to children and families through Sure Start Children’s Centres could be at risk because of the financial challenges facing councils in the future. We will continue to work with partners to find ways to safeguard the future of this service as well as continuing to lobby the Government over future financial settlements.

We will continue to work in partnership with schools to improve the aspirations and attainment of young people, and work increasingly closely with employers to ensure that young people develop the skills they need to match the requirements of the economy of the future.

Newcastle will be an age friendly city where people can grow up, live their lives and grow old with good health and positive wellbeing throughout. Age and aging affects us all. As the number of older people increases and the balance of our population shifts from younger to older, the shape of our communities, the city as a whole and economic markets are changing. The council will embrace this change by challenging attitudes to age and ageing and developing new thinking and practice in relation to our physical, social and cultural environment.
What are our ambitions for tackling inequality in Newcastle?

• Newcastle’s prosperity is shared more fairly.
• Everyone has enough income to meet the basic needs of life.
• Where you are born and where you live do not reduce the quality and length of your life.
• No child grows up wanting for wellbeing, food, friendship or education.
• Everyone has the opportunity to choose a healthy lifestyle.
• Everyone feels they have a role to play in shaping Newcastle’s future.

<table>
<thead>
<tr>
<th>How will we assess the difference we are making by 2016?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Difference in income and employment levels between wards.</td>
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<tr>
<td>• Difference in various aspects of wellbeing and health between the most and least deprived people in the city.</td>
</tr>
<tr>
<td>• Levels of child poverty and children in care across the city.</td>
</tr>
<tr>
<td>• The quality of life experienced by people needing support and care.</td>
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<tr>
<td>• The extent to which people agree that they can influence decisions affecting their local area.</td>
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</tbody>
</table>

Which of our services make a key contribution to this priority and what do they cost?

• Benefits, welfare rights and homelessness services (£2.3m).
• Early intervention services – support to parents and families (£10.4m).
• Youth offending team (£1.3m).
• Children’s social care services (£36.5m).
• Social care services for older people (£32.5m).
• Social care services for adults with learning disabilities (£27.3m).
• Social care services for adults with mental health needs (£5.4m).
• Social care services for adults with physical disabilities (£6.7m).
• Other health and social care services (£12.9m).
• Fairer housing unit (£0.1m).

What investments are we making to support this priority?

• £10m capital investment in specialist housing and in “concierge plus” schemes to help people with physical and learning disabilities to maintain independence.
• £2.8m in a new home and supported accommodation for vulnerable children and young people.
• £1.5m to support disabled access and good stewardship.
A cooperative case study

Supporting families facing difficult challenges

Objectives: To improve the lives of 1,010 families who are identified as needing additional support by April 2015. This programme identifies families that are a high priority for agencies in the partnership – they are characterised as having complex needs and which require a multi-agency response. To be eligible for the programme they will have at least two of the following three criteria: poor school attendance; antisocial behaviour and youth crime; an adult in the family on out-of-work benefits.

Action: Through the Government’s 'Troubled Families' initiative councils were asked to identify one third of the families requiring additional support in 2012/13, and the remainder in 2013/14 and 2014/15. A programme board has strategic oversight of the Newcastle Families Programme, made up of a number of partner agencies, including the police, probation service, Jobcentre Plus and voluntary sector. The Newcastle Model is not a one off project but is attempting to fundamentally redesign the way we work with families. Practitioners are being actively supported to work with the whole family to achieve positive outcomes for the whole household, based on the three criteria, to be able to claim a reward payment from the Government.

Outcomes: Figures released by the Department for Communities and Local Government (DCLG) show that Newcastle City Council successfully helped to improve the lives of 132 families between April 2012 and March 2013, second only to Leeds in terms of national performance to date. The programme is still in its early days but a cost benefit analysis model is being developed, which we expect will show that money has been saved across other service areas.
A cooperative case study

The Newcastle Living Wage

Objectives: To make sure all staff who work in the council are paid what they need to live a decent quality of life and to promote a living wage to other employers in the city.

Action: One approach to tackling in-work poverty is to ensure that workers are fairly rewarded and the Living Wage is a way to do this. To consider this properly, the council set up an independent panel to look at how to establish a Living Wage in Newcastle. The panel highlighted the opportunities and the challenges that needed to be managed and overcome. Taking the panel’s recommendations, the council successfully introduced the Newcastle Living Wage on 1 November 2012 and so increased the pay of over 2,000 of its lowest paid employees. This sent out a clear message that the council values the important jobs that people do. Implementing the Newcastle Living Wage for council employees has been a positive start and the council is now working to promote a Living Wage across the city by talking with and listening to employers from all sectors, encouraging and supporting them to sign up to it.

Outcomes: Over 2,000 of our lowest paid staff have benefited from an increase in pay and more local employers are starting to do the same.

Cleaner, Marlene Brownlee said: “The Living Wage is great. To go from £6.40 an hour to £7.20 an hour has made a big difference. It means you can go and buy something that you want to buy at the end of the month. Most people have to do extra jobs for money, for example weekends. Now you can say I will have next weekend off and spend time with my family.”
The difference we will make – a fit for purpose council

A council which leads our city by enabling and empowering others to achieve.

Why does this matter?

The council has to change if we are to become a cooperative council and continue to provide quality services with fewer resources. Our tradition and culture is based on fixing problems for people rather than working with communities to help them to help themselves. We have to change the way we think so that we are better able to help individuals and communities unlock the potential they have to improve their own lives. We are reshaping ourselves in a way which will help us take as more cooperative approach – breaking down our own organisational silos and working more collaboratively as part of a wider public sector in the city and across the North East. As we become smaller we must work smarter. It is a difficult time for many public servants, but we should remain positive and ambitious for the future. We have a unique opportunity to create a new type of council for the 21st century - an exciting place at the cutting edge of local government practice.

The facts

- In the 2012 resident’s survey 66% of residents in Newcastle would get together with others to improve their local area - slightly below the council average of 68%.
- 57% of Newcastle residents are satisfied with the way the council runs things - higher than the council average of 50%.
- 35% of Newcastle residents feel they can influence decisions affecting their local area - better than the council average of 28%.
- In the 2010 staff survey 51% of council employees are proud to work for the council and would speak highly of it.

What are we going to do?

The council has begun a fundamental change in its organisational structure, and to its operating culture to give greater momentum to creating a more cooperative approach. The new council structure, and the management roles which support it are purposefully designed to breakdown existing organisational silos and encourage greater joined up working across structural boundaries. We will work more closely together within the council and beyond to ensure that all our resources are focused on delivering a positive change for our community, in line with our four clear priorities.
The senior management restructure has been based on clear overarching principles:

• A sharper focus on our four priorities.
• A leaner structure with senior roles operating together, not in isolation.
• Clear lines of responsibility, strengthening accountability for performance and delivery.
• Embed new cooperative and cross-cutting ways of working.
• Ensure a consistent structure across the council.

A new Directors Team is now largely in post and appointment to the next tier of senior managers at Assistant Director and Head of Service is well advanced. The senior management restructure will lead to a reduction in senior posts saving at least £1.5m. Selection to senior posts has taken into account candidates appreciation of and ability to adopt the council’s cooperative values. All Assistant Director roles will have cross cutting responsibilities as well as responsibility for particular areas of service.

Managers are being selected and appointed on the basis of their ability to embrace our cooperative values – open to working more closely with partners and empowering communities to have a bigger involvement in how services are provided. The selection process has been challenging and innovative including inviting panels of children and young people to play an active role by interviewing senior directors.

A new organisational restructure has established Directorates with a clear focus on delivering the council’s four priorities:

• A new Investment and Development Directorate will ensure clear accountability for how we all work together to deliver the council’s key priority - creating a working city. The Directorate will focus on commercial and housing development, development management, best use of the council’s own property and assets, and the delivery of our £450m capital programme.

• We have brought together Adult and Culture Services and Children Services directorates into a new Wellbeing, Care and Learning Directorate, which will also take the lead on our new health responsibilities. The rationale for this is to tackle inequalities and support vulnerable people through all stages of their lives with a greater focus on prevention across the whole of a person’s life.

• A new Communities Directorate will oversee operational delivery of those universal services provided to all residents across the city which will come under particular financial pressure in the years ahead. Despite these challenges we are still ambitious and want to innovate and work more closely with residents and partners to find alternative solutions to sustaining decent neighbourhoods. We also want to build on our trading activity and develop our capacity to generate external income to sustain revenue budgets, while protecting jobs and training opportunities.

• The merger of the former Corporate Services and Finance divisions in a Resources Directorate brings together the council’s key enabling services including Human Resources, Information Technology, finance, legal services, audit and assurance and business management to consolidate support services and help deliver a fit for purpose council.
The Assistant Chief Executive’s Directorate brings together and consolidates our main strategic, policy functions and external relationship functions including policy and performance, regional national and international relations, economic and transport strategy, marketing and communication, democratic services, regulation, licencing, enforcement and community safety.

We have introduced a new performance management framework which will hold managers and their staff accountable for delivering our priorities - and helping to make clear to all staff how the work they do is making a direct contribution to achieving the council’s priorities. Performance objectives and appraisals will include consideration of whether staff understand our cooperative values and embed them into their day to day practice.

The council will be greatly reducing the overall size of its property portfolio consolidating as many staff as possible within the Civic Centre which will be remodelled to encourage more joined up working and offer more efficient use of energy and space. Changes to our accommodation will require some investment in the short term – but over the longer term will deliver significant savings.

The disposal of offices and community buildings creates real opportunities to transfer ownership of assets to local communities with the energy and enthusiasm to make positive use of buildings which the council no longer requires. The council will support this type of transfer wherever possible.

The council faces a considerable financial challenge in future years and will continue to remodel and reshape services to be fit for purpose in the future. Working cooperatively with our partners, communities and local people will continue to be the central element of our approach.
## What are our ambitions for a fit for purpose council in Newcastle?

- The council is known to be a cooperative organisation which enables and empowers others to achieve.
- The council provides clear and effective leadership for the city.
- The council is recognised as an ambitious and generous partner in the North East.
- The council demonstrates value for money.
- Staff feel motivated, valued and trusted to deliver high quality services to residents.
- Residents feel the council does a good job.

## How will we assess the difference we make by 2016?

- The views of businesses and VCS organisations across the city that work with us or are affected by how we work and what we do.
- Residents’ views on how we run things and the value for money we provide.
- How well we manage our budget and capital programme.
- Our overall performance level.
- Our delivery of key services within the promised timescales.
- The opinions of our staff and their sickness absence levels.
- Carbon emissions from council buildings and vehicles.

## Which of our services make a key contribution to this priority and what do they cost?

- Policy, communications and performance (£1.6m).
- Revenues and exchequer services (£2m).
- Accountancy and audit (£2.4m).
- Legal and electoral services (£1.5m).
- HR and transformation (£1.5m).
- ICT service (£6m).
- Democratic services (£1.7m).
- Office accommodation and buildings (£6.5m).
- Corporate management (£0.7m).
- Admin and business support (£9.8m).
- Traded services (£10.6m income).

## What investments are we making to support this priority?

- £18.6m to adapt the civic centre and other office accommodation leading to a healthy workplace, more efficient energy use and a more efficient use of space allowing us to close a number of buildings and make significant savings over the next 25 years.
- £6.7m in improving our ICT infrastructure.
A cooperative case study

Community buildings for communities

Objective: To successfully transfer the ownership and upkeep of a range of community buildings – community centres, libraries, leisure centres – to communities to avoid their closure.

Action: We have published our intention to transfer the buildings and invited expressions of interest. We have also worked with the Voluntary and Community Sector to ensure there are support packages to help communities take on the responsibilities for these buildings. A capital fund to carry out repairs will help to make the buildings sustainable and safe for the future.

Outcomes: Successfully transferred Daisy Hill Youth Centre. We have also received many other expressions of interest from around the city and we are now working with groups to help them produce viable business plans.

A cooperative case study

Developing asset based practices

Objective: To develop and embed consistent practice across the council and to change the way we think about how we deliver services, helping people take control of their lives, developing their potential and acknowledging them as co-producers with something to offer.

Action: We developed and delivered a number of workshops to involving officers from across the council, Elected Members and voluntary and community sector partners. The workshop helped participants understand the difference between the ‘deficit model’ – a top down approach which looks at needs and provides a solution, and the ‘asset based model’ that recognises strengths and skills and supports individuals and communities to take control and provide solutions. The workshop examined how the approaches can complement each other. Workshop participants looked at the ways we can change the way we work with individuals and communities. These included ways to encourage people to focus on things that work well rather than things that go badly, how we identify and map the skills, knowledge and physical assets which exist within communities, and how we work with local people to co-produce decisions and solutions rather than deciding things within the council.

Outcomes: Following the workshop a number of the tools and practices have been developed in either teams or localities across the city. Many staff are now using existing skills, new skills and identifying changes in systems that need to take place to embed this way of working. Further workshops are being developed as part of a wider Cooperative Council programme.
5. Our resources

Where the council’s money is from and how we spend it

Funding for the council comes from a range of different places. The Government provides councils with funding through the Revenue Support Grant. This is the part of our budget which has been most affected by public spending cuts over the last few years. Further cuts are expected in the future and the Government seeks to reduce the amount it spends on public services. We also raise money through the rates that are paid by local businesses and through the council tax that local residents pay.

<table>
<thead>
<tr>
<th>Revenue support grant</th>
<th>£119m</th>
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<tbody>
<tr>
<td>Business rates</td>
<td>£78m</td>
</tr>
<tr>
<td>Net council tax</td>
<td>£80m</td>
</tr>
<tr>
<td><strong>Net council budget 2013/14</strong></td>
<td><strong>£277m</strong></td>
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</tbody>
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We allocate resources to help deliver the council’s priorities. In the light of spending cuts this means making tough choices about prioritising resources to ensure we can have the most positive impact possible on people’s lives in the city.

<table>
<thead>
<tr>
<th>A working city</th>
<th>-£4m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decent neighbourhoods</td>
<td>£45m</td>
</tr>
<tr>
<td>Tackling inequalities</td>
<td>£136m</td>
</tr>
<tr>
<td>A fit for purpose council</td>
<td>£24m</td>
</tr>
<tr>
<td>Integrated transport authority levy (the contribution the council makes to public transport initiatives across Tyne and Wear)</td>
<td>£18m</td>
</tr>
<tr>
<td><strong>Net service expenditure</strong></td>
<td><strong>£219m</strong></td>
</tr>
<tr>
<td>Treasury management – borrowing costs</td>
<td>£19m</td>
</tr>
<tr>
<td>Pension costs</td>
<td>£18m</td>
</tr>
<tr>
<td>Severance costs</td>
<td>£4m</td>
</tr>
<tr>
<td>Costs to be allocated to services during the year</td>
<td>£10m</td>
</tr>
<tr>
<td>Other corporate costs</td>
<td>£4m</td>
</tr>
<tr>
<td>Net transfer to/from reserves</td>
<td>£3m</td>
</tr>
<tr>
<td><strong>Net council expenditure 2013/14</strong></td>
<td><strong>£277m</strong></td>
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</tbody>
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*The Working City net revenue spending is a negative (net income) figure, which reflects the level of income that the council receives from the property portfolio, which offsets the revenue costs associated with A Working City.*
A cooperative case study

The let’s talk budget consultation

**Objective:** The 2016 Budget included tough choices about how we would save £100m within three years. Cuts on this scale were bound to have a big impact on local people and we wanted as many as possible to have their say.

**Action:** Our let’s talk approach is all about being open, honest and engaging. We made sure that all the information about spending choices was available to people in plain English, and we found lots of different ways to reach out to people who don’t normally get involved in council consultations. We spoke directly to people who use our services, we started a debate on our let’s talk website and through social media like Twitter and Facebook. We held lots of public events, published a special edition of our council magazine Citylife, and had a full and frank debate in the local and national media. Throughout our consultation we asked people what they feel the consequences or impact of the proposals might be; what they think could be done to reduce the negative consequences; whether they thought the proposals were fair and reasonable given the amount of money we will have in the future; and how they thought we could make other savings.

**Outcome:** We received over 50,000 responses. This included more than 4,500 individual responses via letters, emails and feedback at events. It also included over 1,000 social media comments, 15 petitions, and over 3,000 letters and feedback forms from parents, children and young people. Feedback helped inform the councillors who took the budget decisions. The open and honest debate also meant that many people came forward with creative and innovative ideas about how they could help keep much loved council services.
6. Meet our leadership team

The Cabinet

The council’s Cabinet are the elected politicians with overall responsibility for providing political leadership to the organisation. They set out the political priorities for the council and their vision for how they want the council to work. The Cabinet works very closely with council officers to ensure that the organisation delivers their political ambitions and makes a difference to the lives and prospects of local people.

Cabinet

Leader of the Council
Cllr Nick Forbes

Children’s Services
Cllr Joanne Kingsland

Communities
Cllr Hazel Stephenson

Deputy Leader of the Council
Cllr Joyce McCarthy

Adult Services
Cllr Veronica Dunn

Investment and Development
Cllr Ged Bell
Deputy Cabinet Members

Performance and Resources
Cllr Marion Talbot

Community Safety and Regulation
Cllr Linda Hobson

Child Poverty
Cllr Jane Streather

Age Friendly City
Cllr Anne Schofield

Public Health, Culture, Leisure and Libraries
Cllr David Stockdale

Customer Service
Cllr Sophie White

Housing
Cllr Michael Burke

Neighbourhoods
Cllr Nigel Todd

Skills Business and Enterprise
Cllr Michael Johnson
The Director's Team

The senior paid officers of the council are responsible for the day to day management of council services and are accountable for the council delivering the priorities and outcomes identified in this plan. They work very closely with Cabinet to ensure that the organisation understands and responds to the direction and leadership set by politicians.

Chief Executive
Pat Ritchie

Assistant Chief Executive
Andrew Lewis

Director of Communities
Michael Murphy

Director of Wellbeing, Care and Learning
Ewen Weir

Director of Resources
Paul Woods (interim)

Director of Investment and Development
Stephen Savage (Interim)
Appendix 1: Our approach to planning and performance

- **The council plan and reporting dashboard**
  - **Our priorities and values**: what we want to achieve and how
  - **Our ambitions for 2016**: what we want Newcastle to look like in 2016 and beyond
  - **Our 2016 indicators and Know Your City**: how we’ll know if we are making a difference

- **Policy, leadership, services and commissioning**:
  - what we do to help achieve our priorities
  - **Performance measures**:
    - How we assess our contribution

- **Service profiles; delivery plans and appraisals**