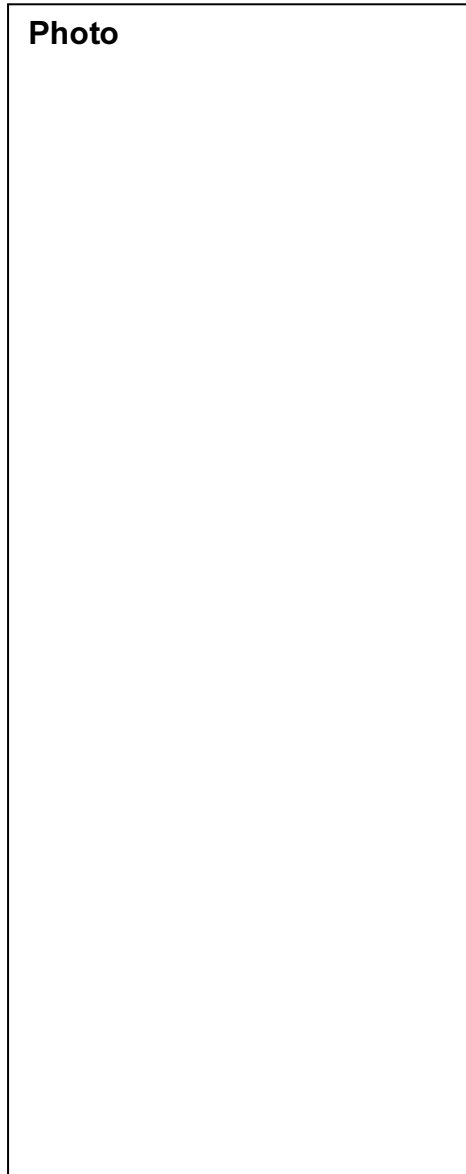


Making the borough a better place to live, work and invest



MESSAGE FROM THE LEADER OF THE COUNCIL

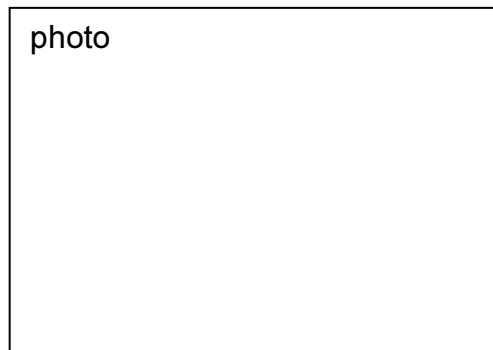
Welcome to our Corporate Plan. This important document reflects the views of our residents and drives forward what we want to do over the next few years.

This Corporate Plan: -

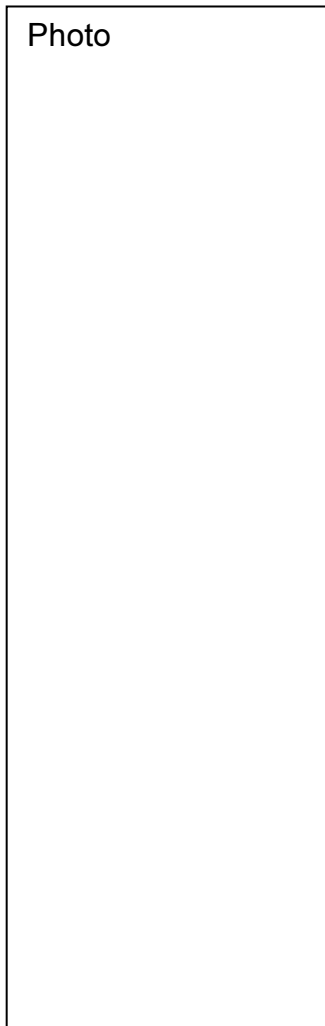
- Sets out our vision
- Shows where we want to be in three years' time
- Shows how we will continue to put people first and deliver the best possible services

Our political coalition demonstrates our commitment to focus on what is best for Newcastle-under-Lyme. We, alongside our partner organisations are committed to improving all aspects of life in the borough.

**COUNCILLOR STEPHEN SWEENEY
LEADER OF THE COUNCIL**



Making the borough a better place to live, work and invest



WELCOME FROM THE CHIEF EXECUTIVE

We want to make the borough a better place to live, work and invest.

Our Corporate Plan sets out how the council will seek to achieve this over the next three years.

In these very challenging economic times it is important that we use resources prudently and effectively.

Our plan focuses on doing those things which will deliver our priorities and on ensuring that we continue to deliver high quality services for our customers.

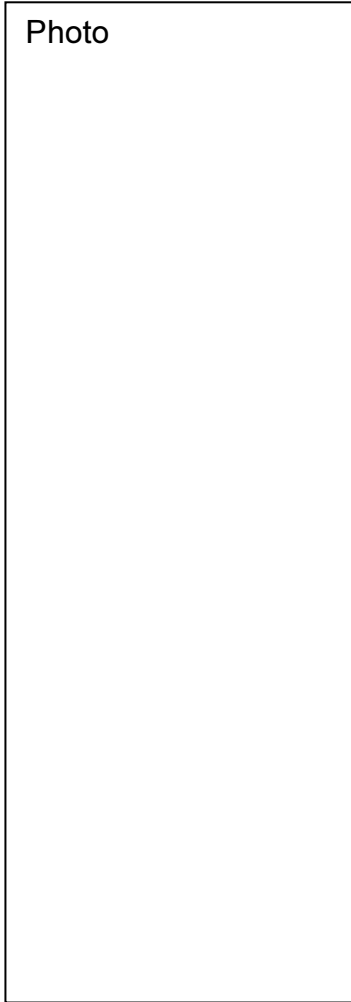
By working smarter we will continue to deliver a transformation programme that will bring real improvements in services for all in the borough.

**JOHN SELLGREN
CHIEF EXECUTIVE**



This Corporate Plan takes account of seven drivers for change:-

- Our area and its people
- The public sector funding review
- The Government agenda
- Rising expectations and demands
- Rising energy costs and reducing the carbon footprint
- Local political priorities
- Consultation feedback



PRIORITIES

Vision

Our vision is to make the borough a better place to live, work and invest.

We will deliver this vision by achieving our four priorities. These will be the focus of our activities and resources.

Promoting a cleaner, safer and sustainable borough

We will improve the environment so that everyone can enjoy our safe, sustainable and healthy borough.

Promoting a borough of opportunity

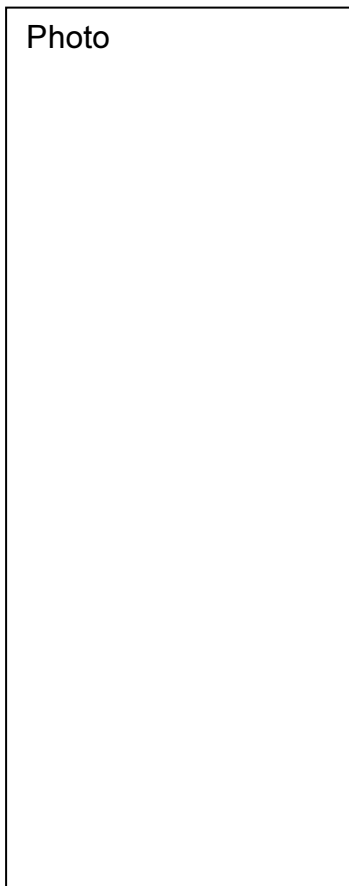
We will work with our partners to maximise investment and encourage enterprise and employment - generating activities that will create opportunities for improving the wealth, prosperity and housing choices of our residents.

Promoting a healthy and active community

We will work with partners to make sure residents and visitors are able to access a range of facilities and activities that will enable them to improve their health and quality of life.

Transforming our council to achieve excellence

We want to become a modern, streamlined, effective council which delivers a range of excellent services that the public need. We will do this by working in partnership, wherever appropriate, to maximise the resources at our disposal.



VALUES

As we deliver our vision and our four priorities we will apply three important values to everything we do:-

Putting people first

We will put our customers at the centre of what we do. We will make best use of information to target services to groups and individuals in our communities in the most efficient and effective way. We will develop approaches aimed at supporting people in their communities.

Delivering excellent and sustainable services

We will strive to deliver excellent services at all times. This will apply when our customers contact us and when we deliver services in the community. We will continually review the impact of our services on the environment and the way we deliver those services.

Making the best use of resources

We will strive to deliver all our services in the most cost-effective way.

This will be achieved through a number of ways including direct delivery, sharing services with other local councils or public sector bodies and commissioning from the private and/or voluntary sectors. We will create a more flexible organisation that communicates well both internally and with customers.



APPENDIX A

DRIVERS FOR CHANGE

We have many things to consider when delivering a service to residents, such as:-

Our area and its people:

We expect our population to grow over the next 20 years and become older in profile. Two thousand more residents are over retirement age than 10 years ago.

Dealing with issues around poverty and financial hardship is a key consideration for this council. We have variations in the level of employment, health, economic well-being, housing and overall living standards. Life expectancy differs by almost 10 years between the most affluent and the most deprived wards.

Public Sector Funding

The main driver for change is the state of the UK economy. There have been and continue to be reductions in public spending. This will challenge the council in its efforts to maintain essential services.

Ongoing efficiencies have helped the council, but they are not sufficient by themselves. With less money, we have to think differently about the way that we

deliver our services in future, this will be based on a better understanding of how our customers want to make the most of the services we offer.

The Government agenda

Major themes which the Government has outlined are:-

- Giving communities more power
- Encouraging people to take an active role in their communities
- Transferring power from central to local government.
- Supporting co-operatives, mutuals, charities and social enterprises
- Transparency and accountability in publishing key data

The reorganisation of health is also a significant factor. The Council will need to monitor local health services and play its part as necessary to deal with the many health inequalities in the Borough.

Rising public expectations and demands

Residents can take advantage of some high quality, low cost council services. However, recent surveys show that people expect better services but do not wish to pay more. Our residents want to be convinced that we are spending their money wisely.

New technology

Online access to services can be much cheaper than face-to-face service provision. And it can be better targeted at individual needs. We can also learn more about our customers and what they want. However many residents cannot get on to the internet at all.

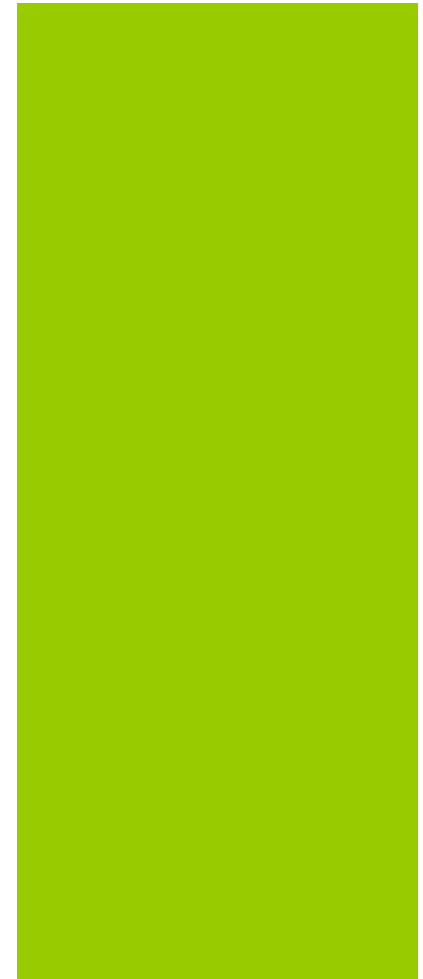
We have made major inroads in our drive for fully interactive online services. But we want to do more as part of a wider approach to making it easier for local people to “do business” with the council. We also need to equip our staff with the modern tools to be efficient in their work.



Rising energy costs and reducing carbon footprints

We will reduce how much our workforce travel and become greener as the cost of fuel increases.

We will encourage communities to be at the centre of decision making and action, using local communities as local service hubs. We will work with partners to make more services accessible locally where possible. We will ensure shared buildings use is more energy efficient.



ACTIVITIES IN THE CORPORATE PLAN

The following pages are in the order of the Cabinet portfolios and they set out their responsibilities and activities. We include:-

- Desired outcomes for each portfolio – what this will mean for residents.
- How we will do this – activities and projects.
- The measures for success.

The priorities, portfolio activities and their corresponding details give the lead to our Heads of Service. The information feeds the service planning process through to individuals' appraisals.



Leader of the Council and Safer and Stronger Communities Portfolio

Councillor Stephen Sweeney

The role has direct accountability for the leadership of the Cabinet and for issues of council structure and democracy. It includes working on a number of strategic decisions and being the representative and ambassador for the council and partnerships. This role is also combined with the responsibility for the Safer and Stronger Communities portfolio.

The Leader will take a lead on the Partnership and Community involvement functions set out in the Drivers for Change section.

This portfolio aims to build a safer and stronger Newcastle, where communities and the Borough Council work with each other to solve local problems through the identification of local priorities and the delivery of local plans.

We want to create a borough where vulnerable members of the community and victims of crime get the support and high quality service they deserve.

We will do this by working in partnership to support victims of anti-social behaviour, crime and domestic violence.

We will be engaging expert service providers to support victims and offer help and assistance, particularly for domestic violence and anti-social behaviour.

We will ensure relevant partners take appropriate action against perpetrators.

We will work on the root causes of problems, such as alcohol and substance misuse, parenting issues and challenging the culture of acceptability in some communities concerning domestic violence.

We will continue to work with other partners to implement the Big Society, localism and locality working approaches.

Portfolio as A-Z:-

- Anti-Social Behaviour
- Civil Contingencies
- CCTV
- Community Cohesion and Safety
- Community Safety and Section 17 of the Crime and Disorder Act
- Decriminalised Parking Enforcement and On Street Parking
- Emergency Planning

- Older People
- Partnerships, including the Newcastle Partnership
- Safer and Stronger Board (Community Safety Partnership)
- Street and Community Wardens

APPENDIX A

| Desired outcome – what will this mean for residents? |
|---|
| Achieving a thriving and safe evening and night-time economy across the borough |
| Offer high quality support to vulnerable citizens and victims of crime |
| Building relationships so that people work together to solve local problems |
| |

| Directorate | How will we do this? |
|----------------------------|--|
| Chief Executive/Operations | Work in partnership to support victims of anti-social behaviour, crime and domestic violence |
| Chief Executive | Work on root causes of problems through challenge in communities |
| Chief Executive | Focus with partners on empowering local people in communities |

| Directorate | How will we measure our performance? Indicator | Ref |
|-----------------|--|------|
| Chief Executive | Violence with injury | SSC1 |
| Chief Executive | Business crime | SSC2 |
| Chief Executive | Serious acquisitive crime | SSC3 |

Deputy Leader of the Council and Regeneration and Planning Portfolio

Councillor Robin Studd

Central to the work of the portfolio is the economic development of the borough. We want to work with partners to generate prosperity through job creation in all sectors. We want to attract high value businesses and for the town centre to be more vibrant.

Regenerating the area will continue to be challenging because opportunities to attract external funding are limited, but we still intend to be extremely active, through our own initiative and also through the Local Enterprise Partnership (LEP).

This portfolio is responsible for monitoring the delivery of regeneration projects in the borough. We will work with business, universities, colleges and other partners to create an environment where business can thrive. We will assist business in taking a lead role and we will support the process of economic growth.

The portfolio oversees action to facilitate housing development and redevelopment to improve choice and quality to meet aspirations for a range of available housing. The Local

Investment Plan (LIP) aims to prioritise investment in new housing.

In addition, we have duties to provide housing advice and assistance, preventing homelessness and improving people's lives through emergency assistance and adaptations. We have strategies in place to support all of these activities.

Planning is a major part of the portfolio. We need to make sure there is high quality urban design, where development and redevelopment is sympathetic to what was there before but we also want to see our planning policies supporting opportunities for economic growth, where possible. We are committed to working with local businesses to achieve these ambitions, both through the formulation of policy and determination of planning applications.

Land and property are significant assets which enable not only service delivery but regeneration too. We need to ensure that these are central to our plans, deriving maximum benefit and value for residents in order to achieve "best consideration" for the borough. We will continue to monitor our property needs and undertake rationalisation where appropriate, to both facilitate development and

to generate receipts to fund our capital programme. Public consultation will be a central feature in any such plans.

Portfolio A-Z:-

- Building Control
- Design and Heritage Champion
- Economic Development
- External Regeneration Funding
- Housing and Homelessness
- Inward Investment/ Marketing
- Land and Property (Asset Management)
- Local Enterprise Partnership
- Planning Policy and Development Control
- Transport Strategy and Policy (Planning)

APPENDIX A

| Desired outcome – what will this mean for residents? |
|---|
| Make the town centre more vibrant and attractive |
| Promotion of economic growth in all service delivery |
| Aim to reduce levels of worklessness through educational achievement and skills development |
| Ensure a good range of housing is available |

| Directorate | How will we do this? |
|------------------------------|---|
| Regeneration and Development | Review the council asset management strategy, aiming for optimal use of the council's asset portfolio |
| Regeneration and Development | Implement the refreshed Economic Development strategy |
| Regeneration and Development | Supporting economic growth through the Local Enterprise Partnership (LEP) |
| Regeneration and Development | Prepare a Site Allocations Development Plan document |
| Regeneration and Development | Implement a new Housing Strategy and guide investment through the Local Investment Plan |

| Directorate | How will we measure our performance? Indicator | Ref |
|------------------------------|--|--------|
| Regeneration and Development | Percentage of investment portfolio which is vacant | LI |
| Regeneration and Development | Processing planning applications | RP3 |
| Regeneration and Development | Number of affordable homes provided | NI 155 |

Customer Service and Transformation Portfolio

Councillor Nigel Jones

The portfolio covers the communication function of the council. Under this heading are key areas including the public website and elected Members' website.

A further major role for this portfolio is to challenge why and how we deliver services. This will help us provide effective and efficient services to local communities. We engage with residents to establish strategic priorities and to inform resource allocation.

The council considers the results of equality impact assessments in all its decision making.

A major component of customer service is to be clear that what we do is really benefitting residents. This is why we carry out surveys of residents views. Once we have heard those views, we try to turn them into actions. We have recently invested in new systems in Revenues and Benefits, and have made huge progress in Customer Relations and Customer Services, and acknowledge it is important to continue to improve the service

for residents, some of whom will be vulnerable.

The portfolio is responsible for the transformation programme - this will help the council to become more efficient and to provide better value for money for those we serve. Savings achieved through smarter working and improved use of technology will be critical to help us successfully handle the significant challenges to our budget which lie ahead.

Portfolio A-Z:-

- Communications and Consultation
- Council Structure and Democracy
- Customer Contact and Customer Service Centres
- Member support and development
- Performance Management and Monitoring
- Putting People First.
- Revenues and Benefits
- Risk Champion
- Transformation Programme



APPENDIX A

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|---|
| Desired outcome – what will this mean for residents? |
| High performing services for all residents and customers |
| Services shaped to respond to needs of diverse communities, based on cross-cutting approaches between council services and in conjunction with other partner organisations |
| Develop the Council's response to the Government's localism and public services agenda, in ways which are beneficial in terms of more community focused services and more resident engagement |
| Developing an improved scrutiny process |

| | |
|----------------------|--|
| Directorate | How will we do this? |
| Operational Services | Develop responses to the Government's localism and public services agenda |
| All Directorates | Develop the existing transformation programmes to build on the council's track record of delivering efficiencies and effectiveness |
| Chief Executive | Review the way which the council performance manages its services and functions |
| Chief Executive | Improving the support for elected Members and officers in undertaking the business of the council |

| Directorate | How will we measure our performance? Indicator | Ref |
|--------------------------------|--|-------|
| Chief Executive | Resident perceptions that the council is making the area better | LI |
| Resources and Support Services | % of requests resolved at first point of contact | CST1 |
| Chief Executive | Staff perceptions of changes to the council's ways of working | LI |
| Resources and Support Services | Time taken to process Housing Benefit/Council Tax new claims and change events | CST15 |

**Resources and Efficiency
Portfolio**

Councillor Ashley Howells

A key element of this portfolio is overseeing delivery of services, efficiently, both in performance and costs.

There is a need to continue to review how we work to ensure that structures, working practices and skills are appropriate.

In these very challenging economic times it is vitally important the Council optimises value for money in its use of all resources.

As buying champion, the role is to ensure the council commissions and procures quality services and supplies, as cost effectively as possible. We must understand the market and seek to influence and develop it, for the benefit of delivering low council tax.

As the lead member on finance, there is a role to oversee capital and revenue expenditure to deliver on our corporate priorities, as established through public consultation.

Technology has the potential to change the way that we do business and live -we need to make the best use of IT to be efficient.

Portfolio A-Z:-:

- Accountancy.
- Budget
- Capital and Revenue Expenditure
- Efficiency Savings
- Financial Monitoring
- Health and Safety Champion
- Human Resources
- Member Development and Support
- Information and Communication Technology
- Procurement Champion
- Treasury Management
- Workforce Development



APPENDIX A

| Desired outcome – what will this mean for residents? |
|---|
| Deliver efficiencies, ensuring that resources follow priorities |
| Take advantage of procurement and cost saving opportunities |
| Develop staff and members |

| Directorate | How will we do this? |
|--------------------------------|--|
| Resources and Support Services | Conduct reviews of services directed at creating larger scale efficiencies |
| Resources and Support Services | Further develop the workforce |
| Chief Executive | Encourage partners to co-operate with the council in providing services |

| Directorate | How will we measure our performance? | Ref |
|--------------------------------|---|-----|
| Resources and Support Services | % invoices paid on time within 30 days | RE2 |
| Resources and Support Services | Days lost to sickness | RE1 |
| Resources and Support Services | % projected variance against full year council budget | RE3 |

APPENDIX A

Environment and Recycling Portfolio

Councillor Marion Reddish

A major part of the portfolio involves improving our ability to understand and quantify our use of natural resources. The role ensures that the council has coherent sustainability policies. Management and elected Members must take ownership of environmental sustainability issues in service delivery.

The Council remains committed to reducing its carbon footprint as demonstrated by the range of measures within the Carbon Management Plan.

The Council supports partnership working measures to promote energy efficiencies in homes.

In the area of food safety and health and safety, the portfolio is concerned with making sure places that serve food are safe.

Safety campaigns giving advice and enforcement action are part of that process. Investigating circumstances around infectious diseases and work-related injuries are also part of our responsibility.

Environmental protection, including monitoring smoke control areas, investigating noise

control complaints, dealing with asbestos removal and contaminated land are a priority

within the environmental health service.

The portfolio is responsible for the integrated recycling and waste strategy. It has moved from enhancing the dry recycling service to weekly food waste collections, extending the garden waste collection service and reorganising collection days. Residents are important to us and assisting residents to minimise waste and increase recycling by campaigns and interaction with them are a key part of our strategy to success.

Streetscene are managing, maintaining and improving the borough's green spaces and public realm. We intend to continue our high standards of street cleansing, litter clearance, graffiti removal and abandoned car removal.

Portfolio A-Z:-

- Buses and Concessionary Travel and Taxis
- Car Park Management
- Climate Change, Sustainability and Energy Efficiency
- Environmental Enforcement;
- Environmental Health
- Flooding and Drainage.
- Highways and Transport (Operational)
- Recycling and Waste Management
- Streetscene – Litter, Grounds Maintenance, Parks and Gardens

APPENDIX A

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|--|
| Desired outcome – what will this mean for residents? |
| Ensure streets and opens spaces are clean and clear |
| Ensure sustainable initiatives for the environment |
| Ensure high standards of safety and public health |

| Directorate | How will we do this? |
|------------------------------|---|
| Operational Services | Improve efficiency of recycling and waste: Increase participation and promote waste minimising initiatives |
| Operational Services | Continue to develop kerbside and increase recycling at schools and business |
| Operational Services | Commence a review of our recycling and waste strategy |
| Regeneration and Development | Implement our climate change and carbon reduction plans |
| Regeneration and Development | Inspect food businesses and continue the National Food Hygiene Rating Scheme to advise the public of our findings |

| Directorate | How will we measure our performance? Indicator | Ref |
|------------------------------|---|--------|
| Operational Services | Residual waste | ER1 |
| Operational Services | Percentage of household waste sent for reuse, recycling and composting | ER2 |
| Operational Services | Improved street and environmental cleanliness | ER3 |
| Regeneration and Development | Carbon emissions by the council | NI 185 |
| Regeneration and Development | % category A+ B food businesses inspections completed in time. | ER4 |
| Regeneration and Development | Food establishments in the area which are broadly compliant with food hygiene law | LI |

Culture and Active Communities Portfolio

Councillor James Bannister

The council provides and supports a wide range of sports, leisure and cultural facilities, some directly managed and others through partnerships. An ambitious programme of events takes place all year round across this portfolio.

The opening of the new leisure facility, Jubilee2, in the town centre coincides with Olympic year. Facilities in the new building include a 25-metre pool, a training pool with moveable floor, fitness centre, climbing centre, two studios, a children’s activity zone, exhibition space and a café.

The Borough Museum and Art Gallery is accredited to the Learning Outside the Classroom scheme, the benchmark for excellence in heritage education. From this year it offers three different gallery spaces for contemporary art exhibitions and gift shop, all supported by committed and knowledgeable volunteers.

The council is encouraging and supporting the use of community buildings, involving partners and the community.

The council successfully manages 750 hectares of parks and green spaces across the borough, including outdoor sports facilities, 50 playgrounds, seven allotment sites, seven cemeteries and a crematorium. Six sites hold the prestigious national Green Flag Award and the council has succeeded in winning the Small City category at the regional Heart of England in Bloom awards, as well as a silver medal in the national Britain in Bloom awards representing small cities in Britain.

Portfolio A-Z:-

- Arts Development
- Britain in Bloom
- Cemeteries and Crematorium
- Children and Young People
- Children’s Trust/ Community and Learning Partnerships
- Active Lifestyles
- Cultural Development
- Health and Wellbeing
- Leisure Facilities
- Museum
- Sport



APPENDIX A

| Desired outcome – what will this mean for residents? |
|---|
| Promote healthy lifestyle choices, encouraging participation in sport and physical activity |
| Promote cultural activity, and participation in arts |
| Provide high quality facilities for those who live, work, visit or study in the borough |
| |

| Directorate | How will we do this? |
|----------------------|---|
| Operational Services | Enhance our leisure and recreation offer in the borough through robust management arrangements |
| Operational Services | Work with key partners by implementing the Health and Wellbeing Strategy to reduce health inequalities in the borough. |
| Operational Services | Develop our role in arts and cultural activities to offer vibrant cultural sites and activities for the education and enjoyment of everyone |

| Directorate | How will we measure our performance? Indicator | Ref |
|----------------------|--|-----|
| Operational Services | Number of people accessing leisure and recreational facilities | CA1 |
| Operational Services | Number of people visiting the museum | CA2 |
| Operational Services | Satisfaction with parks and open spaces | LI |
| Operational Services | Satisfaction with leisure and cultural services | LI |