The Council Plan
2015 - 2020

IN UNITY, PROGRESS
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Our Story</td>
<td>6</td>
</tr>
<tr>
<td>Our Shared Vision</td>
<td>8</td>
</tr>
<tr>
<td>Our Values and Behaviours</td>
<td>8/9</td>
</tr>
<tr>
<td>Our Shared Issues</td>
<td>9</td>
</tr>
<tr>
<td>Our Shared Outcomes</td>
<td>10</td>
</tr>
<tr>
<td>Our Shared Responsibilities</td>
<td>11</td>
</tr>
<tr>
<td>Our Plan of Action – the next steps</td>
<td>16</td>
</tr>
<tr>
<td>Appendix 1 (Story)</td>
<td>18</td>
</tr>
<tr>
<td>Appendix 2 (Issues)</td>
<td>22</td>
</tr>
</tbody>
</table>
PEOPLE at the heart of everything we do

VISION 2030 - our shared ambition for Gateshead
“Local people realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead.”

COUNCIL PLAN 2015-20 - our role in realising the vision
Prosperous Gateshead - a thriving economy for all
Live Love Gateshead - a sense of pride and ownership by all
Live Well Gateshead - a healthy, inclusive and nurturing place for all

STRATEGY - our overall approach
Maximise growth - through jobs, investment and income generation
Reduce costs - managing demand, increasing efficiency
Increase collective responsibility - encouraging everyone to play a more active role

POLICY - our framework to take us in the right direction
Increasing community, individual and Council resilience
Promoting early help and intervention
Targeting with our partners the people and areas where we can make the most difference
Working differently

VALUES - our guiding principles that sum up our approach. We will
Work with Integrity
Be Inclusive
Be Inspirational

SHARED RESPONSIBILITY

Everyone working together to support our vision to make Gateshead a great place to live, work, invest and visit.
As Leader of Gateshead Council, I am very proud of what we have achieved working with our partners. I am also very aware of the challenges we face as a place, and as a council. We have always been ambitious and we remain so - ambitious for Gateshead the place, and for the people who live and work here. However we recognise that we will all have to work together if we are to achieve our ambitions. We believe that Gateshead is a resilient place, a creative place, which has many strengths and assets. A key role for us as a council should be to help connect those strengths and assets to local needs; enabling local people, businesses and communities to build on what we’ve got and achieve more together, sharing responsibility.

This plan has people at its heart. It is not just words on a page, but sets out the direction of the Council; a dynamic blueprint for what we, as a council, can do to enable everyone in Gateshead to achieve their full potential and play an active role in the communities in which they live.

This is about people and communities, not institutions and we are committed to working with our partners, local communities and individuals to really make a difference for Gateshead. We all want Gateshead to be a place that cares - where people look out for one another and support the most vulnerable; a place which shares, both the responsibility, but also our collective resources to achieve the best outcomes; and a place that grows, both economically, and in confidence and spirit.

We have already made important steps along this journey, but over the next five years we will all need to do many things differently. But whatever the changes, we will keep our values at the heart of our organisation – we will work with integrity, we will be inclusive and inspirational.
As a council, we are facing increasing demands for services and reducing resources to meet those needs. Our roles and responsibilities and those of our partners are changing rapidly, as are the expectations of local citizens. Technology has a growing significance in all our lives and, increasingly, we have to think and work more flexibly across many boundaries.

In this context, we have taken a step back to reaffirm our long term vision – Vision 2030 and to consider how we play our role in helping to achieve that shared vision for Gateshead. Our approach is to start from the perspective of the person, not the interests of the services they receive, or the organisation delivering them. We have looked carefully at the evidence to understand the issues that individuals and communities are facing and have considered how we can best contribute to achieving the best possible outcomes for local people.

This plan focuses on what we believe we need to do as a council if we are to achieve our collective ambitions. It sets out some clear policy directions, which will help the Council make choices about where limited resources should be focussed and what our changing roles and responsibilities will mean for our employees, our buildings, and our relationship with partners.

The next few years will be challenging but a new chapter is opening in our Gateshead story and our Council Plan is just the start.
Our Story

Legacy - Our industrial heritage is an important part of who we are, but has also left us with some challenges.

But we have always been entrepreneurial, working with our partners to transform Gateshead.

We are ambitious for Gateshead and have developed world class facilities.

Our investment in culture and sport has helped build a sense of pride, confidence and aspiration.

People are at the heart of everything we do. We have invested in education, helped more people to live independently, worked to connect local people to jobs in regeneration schemes across Gateshead, improved public health and supported strong neighbourhoods working together.

We are constantly evolving and innovating. We have developed new ways of delivering quality affordable housing, energy schemes and local services, working with local communities and partners.

Learn more about our story see Appendix 1
Our Council Plan

Our Council Plan for 2015-2020 sets out how we intend, with others, to achieve positive outcomes for Gateshead over the next five years. Delivering this Council Plan successfully will help us, and those working with us, achieve our long-term strategic outcomes in Vision 2030.

Many things will change over the next five years, however our focus will not change - we are, and will continue to be, aspirational, ambitious, and positive in our approach to make Gateshead a better place - with everyone having an active role to achieve this.

This is a pivotal time for the Council, our partners and the people of Gateshead. A time of change and evolution which needs strong leadership, increased focus and pace and shared responsibility.

We believe the future of Gateshead, its people and the place is very positive – we remain ambitious and confident in achieving Vision 2030.
Our Shared Vision

Our long-term ambitious vision for Gateshead, Vision 2030 is:

“Local people realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead.”

We are committed to continued working with the Gateshead Strategic Partnership to deliver Vision 2030.

As part of this vision our six big ideas focus on people and place;

- City of Gateshead
- Global Gateshead
- Creative Gateshead
- Sustainable Gateshead
- Active and Healthy Gateshead
- Gateshead Volunteers

The big ideas help us deliver both equality of opportunity for everyone in Gateshead and our long-term strategic outcomes.

Our Values

How we work is as important as what we set out to do. For us to be effective it’s not just about what we do, but how we do it. Our values are a set of deeply held principles which define how we work as a Council and help to inform important decisions and choices.

**INTEGRITY**

We will always work with integrity – demonstrating fairness and respect every day and in every way.

**INCLUSIVE**

We will be inclusive – ONE COUNCIL working together and engaging people to get better results and ensure equality of opportunity

**INSPIRATIONAL**

We will be inspirational – thinking creatively, being dynamic and motivating and empowering everyone to do the things that make a real difference for the people of Gateshead.
Living our values - our behaviours

Our values are evident in everything we do and will be demonstrated by every one of our councillors and workforce. Our behaviours will be evident in how we approach our work, how we treat others and how we expect to be treated, as well as how we work together.

- We will always be **positive, helpful** and **supportive** in our approach
- We will be **professional** and **lead by example**
- We will **work as a team** and **take personal responsibility** for our actions
- We will **learn** from our mistakes and **celebrate** our successes
- We will embrace and promote **equality**
- We will be **flexible** and **adaptable to change**

Our shared issues

The analysis of the evidence gathered from our Joint Strategic Needs Assessment, Economic Assessment, Community Safety Assessment, recent consultations and residents’ survey indicates that Gateshead continues to face significant challenges.

**The biggest challenge Gateshead faces is that of inequality.** It is a theme which runs through all of the other issues which have been summarised below:-

- Poverty and deprivation
- Gateshead the place – the quality of the physical and natural environment
- Quality and number of jobs
- Health outcomes
- Levels of ambition and aspiration

For more detail please see Appendix 2

The detailed analysis of all the evidence has helped develop our shared outcomes
Our Shared Outcomes

Our outcomes are the most important things we want to put effort into over the next five years. It is these that will make life better now and in the future for the people of Gateshead. Agreeing our outcomes will ensure that we are doing the things that will matter most, have the most impact and address inequalities.

Prosperous Gateshead – a thriving economy for all
- More and better paid jobs and more people in work
- Fewer people with low level skills and more people with higher level skills through:
  - improved educational attainment
  - increased learning and development
- More private, public and social investment
- An increase in the working age population

Live Love Gateshead – a sense of pride and ownership by all
- A confident and more aspirational population acting as Gateshead’s strongest advocates
- Gateshead people who care about their local area and share responsibility for making and keeping our environment the best it can be
- A community who take pride in Gateshead the place and enjoy and engage in world class culture and heritage that contributes to a sense of belonging and wellbeing

Live Well Gateshead – a healthy, inclusive and nurturing place for all
- The destination of choice for families with a range of excellent and affordable housing options
- A place where children have the best start in life
- A place where older people are independent and are able to make a valuable contribution to the community
- A place where people choose to lead healthy lifestyles, with more and more people across Gateshead living longer and without life-limiting illnesses
- A place where those who need help have access to appropriate joined up services that make a difference to the quality of their life
- A tolerant place where people feel safe
Our Shared Responsibilities

**Shared responsibility is the bedrock of delivering our shared outcomes and vision.**

Shared responsibility relies on everyone focussing on making the most of what we have and taking more responsibility and ownership in developing solutions. This approach values the capacity, skills, knowledge, connections and potential across the whole community and partners, with a changing role for the Council. Instead of the Council providing a wide range of services for people, we will encourage, facilitate or enable others, including communities and individuals, to do more things for themselves and others. This is sometimes described as an “asset-based” approach.

**This recognition of shared responsibility has helped to shape our strategy**

Our Strategy

Our financial plan (MTFS) sets out the massive pressures on resources and policy changes the Council is facing. In this context, our strategy will be to focus on:

1. **Maximising growth** - we need to grow, generating income and prosperity, both indirectly by creating conditions for economic growth and high value jobs, and directly by generating income for the Council through more council tax, more business rates, external funding and trading. We can then redirect resource to support those most in need.

2. **Reducing costs** - both by managing demand in areas where there is significant cost pressure but also by increasing efficiency for example through technology.

3. **Increasing collective responsibility** – encouraging and supporting local people, partner organisations, businesses and local communities to play a more active role in achieving the outcomes for Gateshead. The Council will no longer be able to provide as many services, but will act as an enabler to support others.

We have developed a framework to deliver the Council Plan which is based on four policy directions. They are interdependent and will help to ensure that the decisions we take follow
our overall strategy of maximising growth, reducing costs and increasing collective responsibility. The framework recognises that we will need to work more flexibly, both within Gateshead and beyond to ensure we are maximising opportunities to work in partnership where appropriate.

The Policy Directions are as follows:

We all want Gateshead to be a place that cares - where people look out for one another and support the most vulnerable; a place which shares, both the responsibility, but also our collective resources to achieve the best outcomes; and a place that grows, both economically, and in confidence and spirit.

1. INCREASING COMMUNITY, INDIVIDUAL AND COUNCIL RESILIENCE – supporting people to help themselves, whilst making sure that we work with our partners and residents to help and protect those most in need. Supporting economic growth will enable the Council to be more financially sustainable, allowing us to redirect resources to those most in need, in addition to the beneficial effects of people having sufficient money to prosper.

This means we will:

- Invest in projects to accelerate economic growth including, for example, delivering the District Energy scheme, major housing and regeneration schemes and high profile cultural events.
- Deliver a digital strategy so that the Council has digital services that are so straightforward and convenient that all those who can use them will choose to do so. This will also reduce costs through rationalisation of systems and reduction in face-to-face services. Costs will also reduce by improving access to information, signposting and improved opportunities to self-serve.
- Support people to do more within communities and for themselves, for example, by actively promoting ways of improving their own health and wellbeing, or making sure children are school-ready.
- Encourage the take up of personal budgets/ direct payments.
- Promote, support and encourage positive behaviours like recycling, with people taking a pride and an active role in keeping their environment clean and tidy e.g. Annual Big Spring Clean. But also robustly tackling negative behaviours like littering, dog fouling, graffiti and fly tipping which cost the Council money and have a big impact on the attractiveness of Gateshead.
• Make the most of all the skills, attributes and assets we have in Gateshead, everything from volunteering and local people being responsible for and running community facilities, to sharing buildings and space with other organisations e.g. using volunteers where possible - at libraries, in adult social care, youth services, enforcement, the environment, street scene activities.

• Increase income by trading marketable and competitive services to others and constantly look to reduce costs of everything we do through continued focus on efficiency
  o For example, adult social care provider services, house building, housing repairs and maintenance, facilities management, bereavement services, energy and services to schools, where we are testing how these services can add real value to the Council’s finances as well as provide quality services and employment opportunities as part of the economic growth agenda.

• Continue to vigorously lobby and search for additional funding and actively work with partner organisations within Gateshead and beyond to maximise all funding being spent and resources being used in Gateshead. We will support collaborative funding bids and actively explore funding opportunities and new financial models to support public services.

2. **PROMOTING EARLY HELP AND PREVENTION** – working in partnership to make sure we protect people but also supporting people earlier so that they can help themselves.

   This means we will:

   • Develop preventative and assertive early intervention services to reduce further demand which is likely to be more costly. This means improving our intelligence so we can target resources.

   • Move, with our partners, to a whole system approach to early intervention, structured around the individual or family rather than the current Council structures or organisations involved. As an example this could mean extending the FamiliesGateshead Model and looking at opportunities from the transfer of commissioning responsibility for 0 – 5 years public health services (e.g. health visitors).

   • Do whatever we can to stop the long term escalation of issues which, in some cases, could mean a stronger application of our powers of enforcement or result in having to deal with more damaging and costly consequences for example, stronger use of
enforcement for environmental issues and holistic decisions on children on the edge of care or in care to create permanent solutions which create better opportunities and aspirations for those children.

- Work with partners to promote environments and settings that contribute to health and wellbeing, along with increasing access to resources which support health improvement for individuals and communities with the greatest risk of poor health outcomes such as:
  - promoting healthy workplaces and schools, targeting prevention programmes such as the NHS health checks programme to communities with the highest rates of early death from heart disease and cancer
  - lobbying for national policy change on issues such as licensing powers in relation to alcohol.

3. **TARGETING OUR EFFORT, WITH PARTNERS, TO THOSE IN GREATEST NEED AND IN AREAS WHERE GREATEST IMPACT CAN BE ACHIEVED** - supporting people and communities with the greatest health and care risks and needs; families and individuals with complex, high impact, high cost needs and reducing inequality between neighbourhoods. This could lead to a differential approach in some areas, but it will be based on clear evidence of need.

This means we will:

- Work with partners to develop person-centred service models that address multiple and complex issues. We will share data and systems and pool budgets with partners, where appropriate, to increase effective and targeted integrated programmes for individuals and communities most in need.
- Build on the existing partnership models used by FamiliesGateshead and LiveWell Gateshead which could see services being organised in a different way both for the Council and our partners.
- Use systems that provide data and intelligence to review and revise the threshold for some services.
- Target activity with partners, so that there is less inequality between neighbourhoods.

4. **WORKING DIFFERENTLY** – these policy directions will require us to work differently, across the Council, across public services and with partners and residents, which will significantly change the current role of the Council.
This means we will:

- Reinforce our approach to always putting the customer first whilst being as efficient as possible. This will mean developing new ways of engaging people of all ages and backgrounds and supporting the role of local councillors as community champions.
- As part of our approach to engagement, we will initiate a “conversation” with local people, and will work with partners to co-ordinate major engagement programmes around themes, such as health and environment.
- Stop providing services or trading services that can no longer be a priority or where there is no sustainable business case to do so.
- Reduce and/or change the range or level of services provided by the Council or transfer responsibilities to other providers which could still mean local people would have access to services which the Council is no longer able to fund or support.
- Use our commissioning framework to implement new delivery models within the Council or with a partner on a best value basis. The models we will explore include; Trusts, Social Enterprises, Arms Length Management Organisation (ALMO), Shared Services, Public Private Partnership, Joint Venture, Outsourcing, Public Sector Mutual, Large Scale Voluntary Transfer (LSVT) or other types of partnership with other sectors.
- Increase collaboration and integration with partners, within the borough, regionally, nationally and internationally, as appropriate, to ensure we achieve the best possible solution from both a financial and outcome basis. We will look to work with others including other local authorities, North East Combined Authority (NECA), public service providers, businesses, the voluntary sector, educational institutions, churches and faith groups.
- Prepare the workforce to meet the changing role of the Council and adapt working practices to meet the demands of the business. We will assess the skills we need, recognising that the Council will reduce in size in the future. As part of our Workforce Strategy, and arising from the assessment of different delivery models, we will look at our approach to pay and reward to ensure that our approach to terms and conditions, rewards and recognition is sustainable, fair and competitive. As part of this we will explore options to reinforce the application of sound employment practices, including addressing low pay, whether through the Council’s direct workforce or where we commissioned services from other providers.
- Through our Digital Strategy, we will optimise the use of technology across the workforce, and with partners, thereby helping to deliver services more efficiently and
reducing unnecessary costs through reduced duplication of effort and increased self-service.

- Maximise the effective and efficient use of all our buildings through our Corporate Asset Strategy. Working with partners to join up services wherever possible.
- Reinforce our performance management framework with partners, ensuring that we target our resources where they are most needed, that we tackle underperformance swiftly and proportionately and continue to be a best value council with everyone taking personal responsibility and being held to account for effectiveness and efficiency.
- Make the best use of evidence, draw from good practice elsewhere to avoid re-inventing the wheel and create the right conditions where innovative ideas can be brought to life.
- Ensure that risk is understood and managed appropriately and effectively in all areas.
- Focus and resource our Change Programme to ensure we have the right capacity and skills to achieve the changes we need to make at pace.

Our employees
We recognise that the Council will have to make significant changes given the resources we have available but we have a strong track record of delivery and as a progressive council we are clear that a well-motivated, creative and empowered workforce is the cornerstone to our organisation’s success.

We are committed to supporting and developing our workforce. We are investing time in listening to our employees and will be taking forward suggestions and ideas. These include how we can improve employee engagement through the Workforce Strategy and Plan, demonstrating our values in everything we do.

Enabling Council Strategies
The key enabling strategies that underpin the Council Plan are:

- The [Medium Term Financial Strategy](#)
- The [Workforce Strategy](#)
- [Corporate Asset Strategy & Management Plan 2015-2018](#)
- [Digital Strategy](#)
Our Plan of Action — How we will use the Council Plan

This Council Plan sets the overall direction of the Council for the next five years. This will inform our more detailed plan of action which is currently under development. Our plan of action will then be delivered through our change programme and specific activities will be managed through our individual service business plans which will include actions to drive ongoing efficiencies, minimise risk and ensure equality.

The Council Plan will form the basis of how we involve and communicate with employees, local people and businesses, partner organisations as well as others regionally, nationally and internationally.

Delivery of the Council Plan will be paramount for the next five years and we will monitor our progress to ensure what we are doing is working. We will work with partners to develop a clear Gateshead-wide performance management framework which will be results driven. By setting ambitious and realistic targets we will all be clear about what success looks like.

Together with the community and our partners we will implement our Council Plan and continue to have a positive and sustainable impact on the lives of the people of Gateshead.
Appendix 1
Our Story
Entrepreneurial

Gateshead’s industrial heritage with its resulting impact on the lives of people and the environment presented the Council with many major issues. Contaminated land, poor health, low job prospects were the order of the day and the Gateshead of the past would be unimaginable to people living here today. What happened to change all that?

One of the earliest examples of the Council recognising that prosperity would only follow if economic growth and confidence were developed was the decision to create Team Valley Industrial Estate in the 1930s. Over 750 businesses now thrive on land that was derelict and unused. Over 20,000 jobs located on 700 acres devoted to industry, business and enterprise – with scores of apprentices in the mix too.

It was ground breaking then and continues to be so – evidence of a vision that saw the Council working with others to make a difference and an acknowledgement that something had to be done. This was recognised in the comments of an Alderman at the time who said in 1936: “This is the best bit of news that has come to Gateshead for years. We made the mistake of having all our eggs (a dependence on heavy industry) in one basket and this scheme will go a long way to alleviate that position.”

Fast forward to the 1980s and a trading revolution of another kind – the development of Enterprise Zones and in their wake, the Metrocentre. The opportunity for economic growth and the increased prosperity that it represented was too good to miss and we grabbed it with both hands. Once the largest shopping centre in Europe, it proved a huge success – jobs and confidence flowed, and developers and funders knew we were a Council that could achieve things and see them through. But it didn’t stop there. The Metrocentre continues to change and adapt – something that can be said about Gateshead Council as well.

Entrepreneurship is also in the DNA of local people – and the skills and drive they can bring to the table. At a time of reduced resources, financial pressures and a changing policy landscape, we are working closer than ever with local people, groups and organisations to develop ways of meeting the needs of their communities whether that’s through Friends Groups, running libraries or community centres.
**Forward thinking**

Looking forward and thinking beyond the here and now has always been one of our strengths. We know that many of the ambitions we have for the borough can’t be achieved overnight and a long term view has to be taken.

This involves risk taking and vision and that can be seen in the way we have used culture to kick start regeneration – look beyond the physical icons of the Angel, Sage Gateshead, BALTIC etc and their legacy is one of jobs, pride, economic regeneration, confidence, reputation. All of which have proved to be a magnet for attracting future funding and involvement way beyond the boundaries of Gateshead.

Gateshead International Stadium is another example of forward thinking. It began life as a cinder track, but our investment in it was part of a long term plan not only to improve and prolong its sporting potential, but to use it as a way of engendering pride and reputation, involve local people to take part in sport, get healthier and raise aspirations. Now a world class venue, it also continues to develop and is now home to a new generation as part of Gateshead College’s investment on the site.

To art and sport we can add creative growth and thinking that has led to the creation of a thriving creative business sector at Baltic Business Quarter, home to the Northern Design Centre which has attracted some major digital businesses. Drawn to Gateshead because of the flexibility of working conditions and the understanding on the part of the Council of what they need to succeed has been a key plank in the regeneration of that area.

Moving beyond the office to the countryside, we’ve taken the long view here too. From hosting the National Garden Festival 25 years ago to the revitalisation of Saltwell Park and the introduction of Red Kites.

Watergate Park and Derwenthaugh Park have emerged over the last decades from contaminated industrial wastelands to areas of beauty and key visitor attractions – bringing money and pride back into those areas.

**Caring and Ambitious**

Tackling health inequalities is one of the major issues we face as a Council. Smoking continues to be a killer and while local initiatives such as the Wrekenton Smoking Group went a long way to improve things in that area – we’ve a long way to go.
Public health is now part of our remit too – which adds more responsibilities for the Council to meet the increasing health needs of local people. Gateshead has some long standing health issues which are intrinsic to our industrial past and our population is also getting older.

Our approach, like the problems we face can, and has to change, and past experience shows that we can do this – and can do it successfully. Examples of how this has worked can be seen in the way we developed our residential care provision, introduced independence centres and have taken on board the challenges of the new Care Act and responded robustly to what these mean for us.

Our drive to increase and develop the opportunities for volunteering has done a lot to tap into the caring and supportive nature of local people. One of our Big Ideas in Vision 2030 is Gateshead Volunteers. We now see volunteers not only running a number of libraries and community centres, but also being involved in hundreds of local organisations and groups across the borough – helping each other and also helping us to manage service needs we can no longer meet on our own.

Ambition is another word often used to describe Gateshead Council. We’re ambitious for everyone who lives here – especially when it comes to education. Before the 1990s, education achievement and aspiration to improve the lot of pupils was low. Few local pupils went to university or lived up to their potential. We wanted to change that and we did – we invested time, energy and money in schools.

Now we have continued improvement year on year at GCSE and A level, more young people are in further education, on apprenticeship courses or taking NVQs. Gateshead College has a new £80m campus and we work closely with both Newcastle and Northumbria Universities encouraging cross working and opportunities for Gateshead students.

Ambition doesn’t stop there – we’re also ambitious and innovative in our approach to sustainability and green issues. Look at the work currently going on at the moment to save energy costs and reduce carbon emissions as part of a multi-million pound project to install solar panels on up to 50 public buildings as well as over 1000 homes.

Construction of a new District Energy Centre begins soon as part of our efforts to attract new businesses to the area, reduce emissions and cut energy costs. This is expected to be fully self-financing with a key part of the project providing an energy source for the planned commercial development on Gateshead Quays and Baltic Business Quarter.
Evolution and change

Nothing stands still and our Council Plan builds on all the positives we know we are capable of, whilst recognising the hard challenges facing us in the next five years.

Despite all our achievements, and our role in improving the lives of many people in Gateshead there is still a lot to be done. Issues of poor health, poverty and deprivation, environmental issues, lack of jobs and aspiration all need to be tackled. Set against a background of reduced budgets (a £110 million reduction since 2010), fewer employees (a reduction of 2,015 since 2010), external pressures and more, the need to continue as we’ve done in the past is even more vital and important.

Being inclusive, dynamic and energised and looking for solutions and tackling problems head on continues to be our way of working. Ensuring that social justice, fairness and transparency are at the heart of all we do is a given.

But we also need to look beyond Gateshead and work with partners and others in the region, learning and working together to improve the lives of everyone who lives, works and visits Gateshead.
Appendix 2

Issues

1. Poverty and deprivation
21.4% of children in Gateshead live in poverty. This compares to 18.6% nationally. There are clusters of wards with a high proportion of child poverty in and around the central area of Gateshead. Gateshead has high levels of deprivation, 38% of our Borough, nearly 73,000 residents, are within the 20% most deprived areas of England. Nine of our 22 wards contain areas within the 10% most deprived in England.

Average earnings of our residents have increased (£25,079 median full time earnings 2013/14) but are still below national levels. More children achieve a good level of development at age 5 (readiness for school) than in the North East as a whole, but are still below the national average.

2. Gateshead the Place
Local people highlighted improvements in the quality of our physical and natural environment as being important. Traffic congestion levels locally are an issue to residents. A growing population and jobs growth in Gateshead is expected to increase pressures on the transport network further, significantly reducing traffic speeds at peak times.

In Gateshead our numbers of older people, over 65 years, will increase by 45% by 2037. A growing and older population also suggests we need a diverse range of better quality housing that will provide homes that people want to live in at different stages of their lives. There is also a need to develop specialist housing to meet requirements of people with dementia, young people leaving care, homeless people with complex needs as well as providing suitable housing for our older people.

The feedback from the Residents’ Survey 2012 indicated street cleanliness as being the most important aspect of making somewhere a good place to live and was considered to be the most in need of improvement. In addition, the responses to budget choices proposed in the 2012/14 budget consultation resulted in high percentages of respondents indicating their opposition to reductions in environmental services e.g. 78% did not agree to reducing the amount of street cleaning and 74% did not agree to reducing the amount of litter picking.
3. Quality and number of jobs
The ratio of full time jobs to part time jobs is 2:1 with full time jobs having reduced by 10% and part time jobs increased by 6% in the period between 2009 and 2013. The total number of jobs in the borough now stands at 87,500 and is 4,600 less than in 2009.

In 2014 approximately 10% of UK workers wanted to work more hours than they currently do, and are described as underemployed. The North East has the highest percentage of such workers in the UK (11.5%) and has seen the greatest increase over recent years.

There has been a significant reduction in the number of people claiming JSA in recent years with numbers approaching the historic low in 2007. There has also been a significant reduction over the last decade in the number of people claiming health related benefits (ESA and IB) but this figure of 8.3% is still higher than the GB average of 6.3%. The issue of high numbers of people claiming benefits and not in work continues to significantly impact on economic performance. Our employment rate is 69.9% of working-age population and is below the England rate of 72.3%.

The annual population survey 2014 indicates that 42% of jobs within Gateshead relate to less skilled occupations, compared to 34% nationally. The performance of all economic indicators across the North East region is below the England average.

4. Health outcomes
More than a quarter of Gateshead’s population has a long-term ill health condition. For around 35% of working-age Gateshead residents who are economically inactive, this is due to long-term sickness. This is higher than the North East (28%) and England (22%) rates. Gateshead has increasing rates of hospital admissions due to alcohol misuse and high rates of diagnosed depression. In terms of healthy lifestyles 32% of our adult residents are physically inactive, 23% of adults and 21.9% of Y6 pupils (age 10) are obese.

Life expectancy in Gateshead is improving but is still around two years less than England average and the gap between highest and lowest wards within our borough is 9.9 years for men and 8.8 years for women. Healthy life expectancy for men in Gateshead is 5 years less than across England as a whole, and for women in Gateshead it is four years less. Gateshead has high levels of premature mortality in particular from coronary heart disease and cancer. The North East has the second highest rate of permanent admissions of older adults to residential and nursing care homes and the highest numbers of smoking related deaths.
5. Levels of ambition and aspiration
The number of young people not in education, employment or training (NEETs) is still a concern with current levels at 7.7% which is higher than the national average of 4.7% (Dec 2014 data).

Gateshead has proportionally low numbers of residents with high level skills, and high numbers of residents with low level skills. The number of working age people with an NVQ4 or above is 29.1%. Whereas the number of working age people with an NVQ2 or above is 72.2% (Dec 2013 data).

Working towards a reduction in the educational attainment gap between disadvantaged pupils and other pupils in Gateshead remains an area of focus. Attainment levels for 2014/15 have dropped for looked after children including; those in custody, vulnerable young people who receive free school meals and children with special educational needs.

More detailed information can be found here: About Gateshead

Our Changing Context

It is anticipated that the whole policy landscape will continue to change over the next five years with uncertainty in Europe, the implementation of Welfare Reform, changes in education, changes to the criminal justice system and a drive to better integrate health and social care.

The global economic downturn and UK financial crisis has had an impact that is continuing to be seen on the local economy in Gateshead, resulting in reduced economic growth. At the same time we are also experiencing significant changes and uncertainty in how we are funded to deliver public services. Since 2010 we have faced unprecedented reductions in Government funding as well as facing increasing demands and growing service pressures particularly from our most vulnerable residents. We know there will be a continued need to find budget savings and there will be greater financial uncertainty to come over the next five years.

Gateshead has a growing and ageing population, with an average age of 40. By 2037 we expect our current population of around 200,500 to increase by approximately 5%, while our
numbers of older people (over 65) will increase by 45%. The numbers of younger people (under 24) are projected to decline slightly.

We have new and emerging communities from Eastern European countries and a growing established Orthodox Jewish community. The Black or Minority Ethnic group of residents has increased since 2001 from 1.6% to 3.7%. This increasing diversity can be seen in the school age population due to the younger age profile of BME communities, and through the additional support required for households where English is not the main language.

A new resident student population in Gateshead town centre has changed the make-up and vibrancy of the central Gateshead area. This has been due to the extensive regeneration of Trinity Square which is just one of the many local town centre regeneration projects.

Within Gateshead there are 20 areas which fall within the 10% most deprived in England (comprising 16% of our overall population), particularly in the central and eastern urban areas. Consequently we face challenges of inequalities in and across the borough. These inequalities are increasingly visible in areas of educational attainment, employment opportunities and healthy life expectancy.

We are also seeing changing demands and expectations from our residents, particularly those from vulnerable groups such as older people with social care needs and families with children who need additional support. Changes to lifestyles are also affecting how people contact us with an increasing demand for information online and the ability to access council services digitally.

Economic and social pressures affect the organisations we work with regardless of whether they are public, private or voluntary organisations. We are particularly seeing significant reductions and changes in the way some of our key partner organisations work for example the police, the fire service and the voluntary and community sector.

We know there will be opportunities for further devolved powers and responsibilities for cities and local government. We expect to have to work across different geographies and in different ways to fully respond to these changes, working with partners through the North East Combined Authority (NECA) and North East Local Enterprise Partnership (NELEP). We anticipate that change will cut across all of the Council and inevitably impact on what we do and how we deliver services.