

South Tyneside Vision 2011 - 31

Change Is Happening

Delivery Plan 2013 – 16



South Tyneside Partnership

Foreword

We have ambitious plans for the borough and are focused on delivering them.

Despite being one of the hardest hit areas by reductions in central government funding – losing £202 per head of population (four times the national average of £49) – we are determined to maximise the opportunities we have to drive long-term prosperity across the borough.

Partnership working has always been a real strength in South Tyneside, and the members of the South Tyneside Partnership all share a determination to make South Tyneside an **outstanding place to live, invest and bring up families**.

Since we agreed our shared vision for the borough, we have made significant progress to improve outcomes and increase prosperity across South Tyneside. We have seen crime and anti-social behaviour fall, whilst educational results have risen – the most improved in the region. And we have been praised nationally for our £1billion borough-wide investment programme for housing, schools and community facilities. Crucially, resident complaints are down, whilst satisfaction is up.

But we must not stand still; we must continue to shape our future. That is why we are now embarking on the next phase of our change programme – underpinned by growth, delivery and efficiency.

We have a 20-year growth strategy, focusing on the marine and offshore, advanced manufacturing, automotives, digital and new media, and tourism sectors. We have set ourselves an ambitious target of creating 25,000 new jobs, building up to 12,000 new homes and attracting £3bn investment to the borough.

Alongside this, we are developing innovative new models of service delivery for our children, adults and families – with a clear focus on increasing efficiency and improving outcomes.

And we continue to be focused on delivering first class services in our communities – from new and improved community facilities that provide a range of universal services within walking distance for all our residents, to joined up community safety and enforcement activity.

We have done much already but there is always more we can do. We have ambitious plans in place, and we will continue to deliver them... Change *is* happening.



Councillor Iain Malcolm

Leader of South Tyneside Council and
Chair of the South Tyneside Partnership

What do we want to achieve?

South Tyneside will be an outstanding place to live, invest and bring up families

To achieve our overall vision we have agreed 10 strategic outcomes under the themes of 'People' and 'Place'. These are the things we will achieve over the next 20 years.

People

- Better Education and Skills
- Fewer People in Poverty
- Protect Children and Vulnerable Adults
- Stable and Independent Families
- Healthier People

Place

- A Regenerated South Tyneside with Increased Business and Jobs
- Better Transport
- Better Housing and Neighbourhoods
- A Clean and Green Environment
- Less Crime and Safer Communities

In 2011, we identified the four most pressing outcomes. These continue to be our main focus for improvement over the next 3 years, whilst we maintain a continued commitment to progressing the delivery of our other outcomes:

Stable and Independent Families

We want to ensure that children, adults and families in South Tyneside are healthy and happy, with the education, skills and resilience to become the best that they can be. We will support families to ensure that our children and young people have a safe and positive start to their lives.

Healthier People

We want people in South Tyneside to live healthier and longer lives. Through a 'life course' approach, we will encourage people to take positive decisions that will improve their health and wellbeing. We will improve health in specific groups and areas by focusing on prevention and early intervention, and improving access to personalised services and support.

A Regenerated South Tyneside with Increased Business and Jobs

We want South Tyneside to be a place that is attractive, prosperous, well-connected and business friendly. We want businesses to set up here, existing businesses to grow, and more jobs for our residents.

Better Housing and Neighbourhoods

We want South Tyneside to be clean, green and safe, with a housing market and local services that offer affordability, quality and choice. We want to devolve more power to local communities and encourage residents to get involved in making their communities better.

How will we achieve our ambitions?

To achieve our ambitious vision and deliver our strategic outcomes, we have identified key delivery priorities and measures of success.

We have highlighted the priorities that are our main focus between 2013-16.

Stable and Independent Families

Key Delivery Priorities

- Safer and Stronger Families in Healthier Communities
- Learning and Learners for the 21st Century
- Enterprising People in Enterprising Places
- **New Services for Children and Adults**

Key Measures of Success

- Improved Foundation Stage profile
- Reduced teenage pregnancy numbers
- Reduced proportion of children living in poverty
- Reduced rate of domestic violence incidents involving children
- Increased % of pupils achieving 5 GCSEs at A*-C (incl. English & maths)
- Narrowed Free School Meal (FSM) and LAC achievement gap (KS2 & 4)
- Increased % of young people in education, employment or training
- Safely reduced rate of Looked after Children (LAC)
- Reduced infant mortality and low birth weight babies
- Increased breastfeeding rate
- Reduced obesity amongst primary school children
- Reduced alcohol misuse amongst young people

Healthier People

Key Delivery Priorities

- Giving Every Child A Good Start in Life
- Increase Healthy Life Expectancy
- Better Employment Prospects for Young People
- Reduce Social Isolation amongst Older People
- Integrate Health and Social Care Services
- **New Services for Children and Adults**
- **Community and Civic Buildings**

Key Measures of Success

- Reduced number of adults in permanent residential/nursing care
- Increased number of adults supported to live at home
- Increased number of adults receiving personal budgets
- Reduced obesity
- Increased number of physically active adults
- Reduced smoking prevalence in children and adults
- Reduced mortality from cardio vascular disease and cancer
- Increased health related quality of life for older people
- Reduced emergency readmissions
- Reduced levels of alcohol misuse
- Reduced falls and injuries in the over 65s

A Regenerated South Tyneside with Increased Business and Jobs

Key Delivery Priorities

- **Regeneration of Town Centres and Villages**
- **Economic Growth & New Jobs**
- Support and Develop Key Sectors
- Educate, Retain and Attract Young People
- Maximise the Impact of the Riverside Assets and the A19 Corridor
- Promote the Area as Best for Business

Key Measures of Success

- Increased employment rate
- Increased self employment rate
- Increased number of apprenticeships
- Increased proportion of business registrations per 10,000
- Reduced number of people claiming job seekers allowance
- Increased number of young people in education, employment and training

Better Housing and Neighbourhoods

Key Delivery Priorities

- **Housing Integration and Growth**
- **Investment in Neighbourhoods**
- Reduce the Number of Long-term Empty Properties
- Improve Access to Schools, Services and Jobs
- Sufficient and Suitable Accommodation for Older People
- Reduce Crime and Disorder and Improve Perceptions
- **Community and Civic Buildings**
- Reducing Waste to Landfill, Increase Recycling and Reduce Our Carbon Footprint

Key Measures of Success

- New, high quality homes in a range of tenures in the borough
- Increased number of homes made decent
- Increased number of long term empty properties brought back into use
- Reduced number of ASB cases
- Reduced total crime
- Increased satisfaction with how the Police and Council are dealing with crime and ASB
- Increased amount of household waste sent for reuse, recycling and composting

Shaping Our Future: The Next Phase 2013 – 16

Making the Vision a Reality

The South Tyneside Partnership agreed The South Tyneside Vision in 2011. We have made significant progress in delivering this, and the strategic outcomes underpinning it.

We continue to be committed to our unshakeable vision for the borough.

Yet, we recognise that a lot has changed since 2011. We need to appreciate the unmistakeable progress that we have made so far, understand the continually changing financial, policy and demographic landscape, and focus on the things that will make the biggest difference to delivering our strategic outcomes and achieving our vision for South Tyneside.

This refreshed strategy represents a renewed focus on the key priorities and actions that will most quickly accelerate delivery of this vision and the supporting strategic outcomes.

The 6 key priorities that we will deliver over the next 3 years will make a big impact on achieving our outcomes and overall vision for the borough.

These are our 3-year delivery priorities:

- Economic Growth & New Jobs
- Regeneration of Town Centres & Villages
- New Services for Children & Adults
- Housing Integration & Growth
- Investment in Neighbourhoods
- Community & Civic Buildings

These priorities will make a significant impact on the delivery of individual strategic outcomes, but are also cross-cutting and will drive improvements across all areas.





Economic Growth & New Jobs

Our Partnership has a key role to play in stimulating jobs and growth in the local economy. We will work alongside our key private sector partners, including the Port of Tyne, to create jobs and drive growth for South Tyneside. We will not only attract new businesses but also create an environment in which existing businesses can grow and prosper.

We will build on our international reputation in the marine, offshore and automotive industries to become a leading centre for advanced engineering and manufacturing, as well as build on our strengths in digital media and tourism. Our ambitious City Deal, in partnership with Sunderland, will unlock potential growth in manufacturing and advanced engineering in the area, driving wider economic growth for the borough and region. We will raise the national, regional and local profile of South Tyneside and work with neighbouring authorities, through our Local Enterprise Partnership, to seek to extend the region's low carbon enterprise zone into South Tyneside.

Major transport schemes will significantly increase the accessibility of the borough and connectivity within it, making it an increasingly attractive destination for businesses and investors.

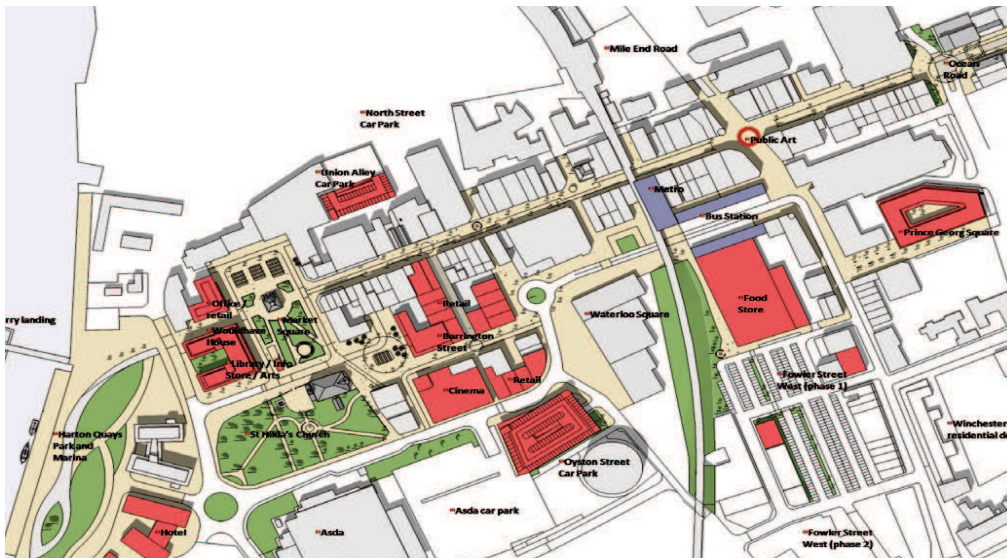
Whilst creating job and apprenticeship opportunities within the borough, we need to ensure our residents have the skills needed to move into employment. So we will work with schools, colleges and universities to help our residents gain the skills that local employers need.

Key Deliverables

- Maximise external funding and EU Structural Funds
- Deliver major transport schemes, such as the Testo's Grade Separation, the extension of the Metro line and A185 improvements
- Develop an employer-driven Skills Strategy for key employment sectors
- Increase effective pathways to employment for 16-18 year olds
- Bring forward a strategic employment site
- Promote and enhance commercial land and premises offer to attract new businesses and grow existing businesses
- Support South Tyneside College's development of a Centre of Excellence for advanced engineering and marine skills
- Increase local public and private spending through 'Supply South Tyneside'

Partnership Delivery & Accountability

This priority will be overseen by the Economic Regeneration Board, which will have lead accountability for delivery of this priority and will monitor performance against key actions, milestones and measures.



Regeneration of Town Centres & Villages

Our ambitious plans to regenerate our towns and communities will help us to create jobs, improve health and generate greater opportunities in the borough for years to come. We have already set out our 'game changing' plans for South Shields and Hebburn Town Centres and we are developing plans for Jarrow. By 2017 we will secure over £300m investment to improve South Tyneside's retail, cultural and leisure offer.

Our 'South Shields 365' vision will connect the Riverside, Foreshore and Town Centre with new retail and leisure facilities, improved public spaces, a remodelled market place, and a new transport interchange and library. There will also be improvements to Ocean Road, a new Littlehaven promenade and sea wall, a new Harton Quays Park and a fantastic £16m seafront pool and leisure complex.

Hebburn Town Centre regeneration will commence in 2013, as work starts on a new community facility, including a library, pool and customer service centre. The plans also include family homes and a nearby site offered to private sector partners for a new supermarket.

Our enhanced events programme will promote our tourism offer, showcasing the transformation of our town centres, state-of-the-art leisure facilities and stunning natural assets.

Key Deliverables

- The first phase of our South Shields 365 vision, including: improvements to Ocean Road; a remodelled Market Square; housing at Trinity South; the new Harton Quays Park; a new retail quarter at Barrington Street; and a new transport interchange.
- The first phase of Hebburn Town Centre regeneration, including: a new community hub, family housing and a new supermarket.
- Develop and implement the next phase of regeneration plans for Jarrow.
- Develop and implement a regeneration plan for our villages – Boldon, Whitburn and Cleadon.

Partnership Delivery & Accountability

This priority will be overseen by the Economic Regeneration Board, which will have lead accountability for delivery of this priority and will monitor performance against key actions, milestones and performance indicators.

New Services for Children & Adults

New and redesigned services will help us to safeguard and improve vital services for our communities. With resources reducing and demand increasing, a new demand management strategy will ensure we integrate our early help services to best effect and commission the efficient delivery of specialist services to achieve improved outcomes.

We will further strengthen our safeguarding arrangements across children's and adults' services. A 'think family' approach will ensure that we join up our activity, providing the support that our children, adults and families need - at the right time, and in the right way.

Our new model for Children's Centres will be key in supporting our integrated early help offer - working with families at the earliest opportunity to improve prosperity and wellbeing. Our new High Impact Families initiative will join up the work of all agencies in South Tyneside to provide integrated and intensive support to our most challenging families.

Strategic reviews of our adults services will introduce new and innovative models to support and benefit vulnerable elderly residents, whilst our personalisation strategy will help put adults in charge of the support they need.

Improving health and wellbeing is integral to everything we do, and our new approach will deliver improvements throughout the 'life course' of our residents. We will also tackle health inequalities, particularly in areas such as obesity, smoking and alcohol misuse, through the Council's new strategic responsibility for public health, and by working closely with the new Clinical Commissioning Group in South Tyneside.

Key Outcomes

Stable and Independent Families

- Safely reduced numbers of looked after children
- Improved outcomes for High Impact Families

Healthier People

- Reduced admissions to residential and nursing care
- Reduced health inequalities across the borough

Key Deliverables

- Implement Children's Services redesign
- Implement Children's Centres redesign
- Integrate our early help services
- Increase the quality of early years and childcare providers
- Implement a new approach to support schools to continue to drive up standards
- Implement a new Dementia model
- Implement a new Day Services model
- Implement a Personalisation Strategy across Adult Social Care
- Implement a new model of Advice Services
- Integrate health and social care services
- Agree and implement public health commissioning priorities

Partnership Delivery & Accountability

This priority will be overseen by the Children & Families Board and the Health & Wellbeing Board. Both Boards will drive improvements through the delivery of priorities and monitoring of key actions and milestones.



Housing Integration & Growth

We will work with partners across all sectors to provide more, and greater access to, housing, as well as the specialist support that our vulnerable residents need.

We will build new affordable homes for sale and rent that will add value to our economic growth and regeneration ambitions and provide a return on investment. Our ambition is to meet the demand for up to 12,000 new homes over the next 20 years. Working with a range of housing providers, we already have firm plans in place to provide 400 new homes – including homes for families, older people and first time buyers - and we will maximise external funding opportunities to support the delivery of our ambitions for more new homes.

We also have plans to invest £180m in new and improved homes, building on the success of 71 new affordable homes in Hebburn and the UK's biggest solar-powered social housing project at Sinclair Meadows in South Shields.

We will also build on our successful pilot in Jarrow by bringing more empty private homes back into use through an innovative public-private partnership.

Key Deliverables

- Build more, affordable homes through our housing ventures project
- Deliver the housing development at Trinity South, as part of the South Shields Town Centre regeneration
- Provide excellent housing management and support services
- Identify and maximise external funding opportunities for new housing developments
- Increase the number of 'decent' homes
- Continue to bring empty homes back into use
- Reduce the environmental impact of housing and reduce fuel poverty
- Increase access to housing for all of our residents
- Commission high-quality specialist housing support for our most vulnerable residents

Partnership Delivery & Accountability

This priority will be overseen by the Improving Communities and Economic Regeneration Boards. Both Boards will drive improvements through the delivery of priorities and monitoring of key actions and milestones.

Investment in Neighbourhoods

We want South Tyneside to look and feel like an outstanding place to live, invest and bring up families.

Our new approach to area management will integrate the work of all partners' services in local neighbourhoods so that we can respond to issues quickly and efficiently.

Crime and anti-social behaviour has continued to fall in South Tyneside, despite the economic climate. We will continue to join up our community safety services, including working with our new Police & Crime Commissioner, to ensure this continues, and confidence from the public rises.

We know that one of the most important issues for local residents is the condition of roads and footpaths. We will invest £1.5m every year in replacing worn-out footpaths with a new flexible surface, to improve neighbourhoods and reduce maintenance costs.

Residents and partners praised our efficient response to last year's extreme weather. We will take our effective multi-agency working further by conducting a review of flood defences, including a major programme of gully cleaning and investment in new plant to strengthen resilience.

We know that elected members have a unique role in their communities and should be at the heart of understanding, determining, and commissioning services for neighbourhoods. We will further develop this role through our commissioning panels and partnership arrangements.

Key Deliverables

- Implement a redesigned and integrated approach to area management
- Join up partner services to further improve community safety and increase resident confidence
- Implement and deliver our recycling and waste strategy
- Continue to improve grounds maintenance performance
- Deliver significant investment in modernising and improving footpaths
- Agree and implement a highways investment plan
- Implement a new multi-agency Flooding Defence Strategy

Partnership Delivery & Accountability

This priority will be overseen by the Improving Communities Board. This Board will drive improvements within this priority and monitor progress against key actions and milestones.



Community & Civic Buildings

A new plan for community buildings and local access points will offer every resident a 'universal offer' of advice, information, ICT facilities, community space, childcare, day care and health care services within walking distance of their homes.

The rationalisation and development of community buildings is integral to our regeneration plans, and hubs in South Shields and Hebburn will form a key element of the respective programmes in these towns. Work on a new community and health facility in Horsley Hill has taken place during 2013, with further plans for other areas of the borough to follow.

Our community facilities strategy will include a review of the wider network of local facilities - such as community associations, libraries, children's, youth and day centres - and will mean fewer, yet more efficient public buildings, with major investment in frontline service buildings for residents.

Our plans will be underpinned by our 'demand management' approach, which will reduce demand for acute and specialist services, provide high-quality early help, advice and guidance, and increase the capacity for residents to take positive decisions and actions to improve their own lives.

Key Deliverables

- Agreement and provision of joint service delivery with public sector organisations in our new and redesigned community hubs and civic buildings
- Development of a community facility and state-of-the-art leisure facilities in Hebburn, spearheaded by the new Hebburn pool
- Development of a community and health facility in Horsley Hill
- Development of a community facility and library at the Market Square in South Shields

Partnership Delivery & Accountability

This priority will be overseen by the Public Sector Board. This Board will have lead accountability for the delivery of this priority and associated actions and milestones.

However, all Partnership Boards have a stake in the delivery of this priority and will, therefore, provide challenge and support, as appropriate.

Our Partnership Approach

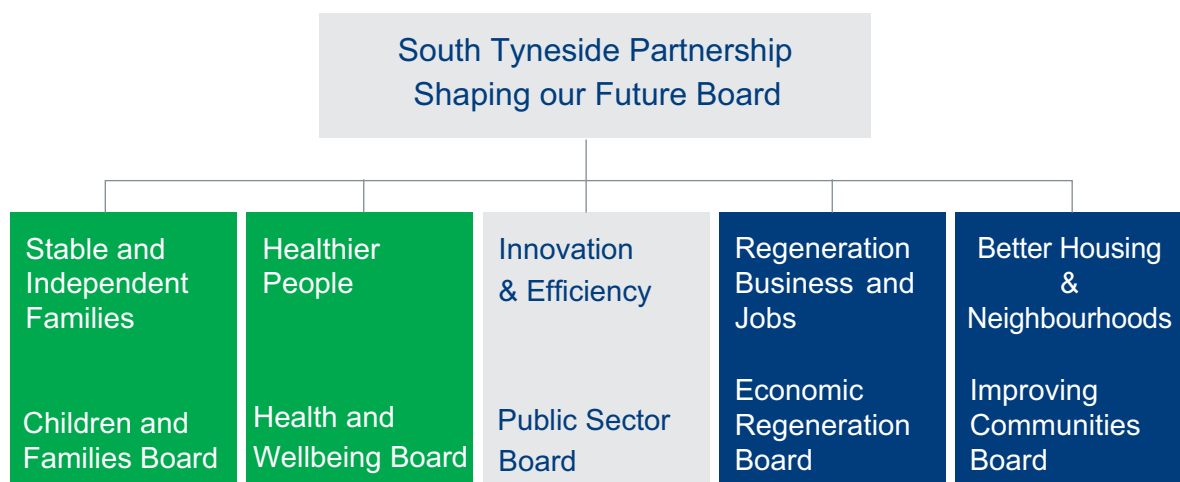
We can only achieve our ambitions through strong partnership working. With less public money available we will need to find new and different ways to deliver what is required for the borough and our residents - now and in the future.

The South Tyneside Partnership is fundamentally committed to working together to improve outcomes for the residents of South Tyneside. Over the next 3 years we will go further and take forward real opportunities for joint working, co-location and pooled budgets to ensure that we are sharing and utilising local public resources as well as rethinking how to use them to best effect.

We will also build on the relationships we have throughout the wider region and play a key leadership role in the growth of the North East.

Our Partnership has been reshaped to reflect its new aims and focus and will also continue to evolve and be fit for purpose to tackle the challenges we face.

The Shaping Our Future Board is responsible for making sure that we achieve our ambitious vision for South Tyneside, supported by 5 strategic boards that are responsible for individual strategic outcomes and delivery of our 3-year priorities.



The South Tyneside Vision, strategic outcomes and 3-year priorities will be delivered through the following key strategies and delivery plans.

- Children and Families Plan and Child Poverty Strategy 2013- 16
- Our Better Health and Wellbeing Strategy 2013- 16
- South Shields 365 Vision
- 'Making Communities Safer' – Community Safety Partnership Plan
- Strategic Business Plan for Safeguarding Adults 2013/14
- South Tyneside Safeguarding Children Board Business Plan 2013/14
- Housing Strategy 2013- 18
- NHS South of Tyne & Wear Strategic Plan
- Tyne and Wear Local Transport Plan
- South Tyneside Local Plan

Our Partnership Approach

Increasing innovation and efficiency

We know that innovation and efficiency will drive improvements and make the best use of the resources we have. With reduced budgets, increasing costs and our desire to meet - and exceed - public expectations, we need to create new solutions to meet these challenges, as well as becoming even more efficient in doing what already works best.

Managing demand for our services

Our 'demand management' approach underpins all of our service delivery. By providing high quality early help and early intervention services, we can reduce demand for more costly acute and specialist services, whilst improving outcomes for our residents.

Pooled resources and joint delivery

With less public money available we will need to find new and different ways to deliver local services. We will explore the potential for community budgets and take forward real opportunities for co-location and joint delivery of partner services.

Engaging communities and empowering people

Our strong track record of working closely with our communities has already demonstrated that the best outcomes can be achieved when residents are at the heart of decisions about local public services. Our democratic engagement model has been praised nationally and we will continue to build on our best practice.

Passing more responsibility and control to local people

It is important to us that people are able to take more control over the services they receive, and determine what happens in their local area. Under the right circumstances it may be more appropriate to pass control of services to people and local communities.

Promoting equality and diversity

We recognise that priorities and actions can affect some communities or groups differently. We will promote equality of access to our services, whilst ensuring the diverse needs of all communities are considered as we work towards achieving the best outcomes for all.

Focusing on areas in greatest need

We know that some deprived communities are in greater need than more affluent areas of the borough. We will continue to target resources at areas where they will have the biggest impact in reducing inequalities and to tackle the most pressing issues.

