

South Tyneside Council Strategy 2017-2020



...an outstanding place to live, invest and bring up families



South Tyneside Council

**HELLO TOMORROW
CHANGE IS HAPPENING**



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Message from the Leader of the Council and Chief Executive

Despite unprecedented challenges for local government, South Tyneside Council continues to shape its own future. Evidence from the Institute of Fiscal Studies shows that we are the third hardest hit council in terms of reduction in central government funding. Yet, we’ve maintained our focus on making South Tyneside an outstanding place to live, invest and bring up families.

Since the launch of our ‘Shaping our Future’ vision, agreed in 2010 and formally endorsed in 2011, we have achieved much to help secure the future prosperity and wellbeing of our residents. While managing a government funding reduction of 45% - reducing our net base budget by 25%, staff numbers by 30% and becoming over £126m more efficient – we have made real and visible progress to regenerate the borough, provide world class schools, new and better housing, more job opportunities and family focused services. Resident satisfaction has increased and complaints have reduced by more than a third.

There is unprecedented pressure on Adult Social Care due to the government’s austerity agenda and increased demand with an ageing population. This is a national issue and is having a major impact in our borough. In South Tyneside we are disproportionately affected because of the scale of our budget reductions, a low council tax base which minimises the benefit of the Adult Social Care precept, our demographics and the low proportion of ‘self-funders’. We are working with our partners on a whole system change programme to minimise the impact for our residents and continue to prioritise services for our most vulnerable residents.

At the same time we continue to move forward with our ambitious plans to create new economic growth in South Tyneside. The International Advanced Manufacturing Park and the Holborn scheme have the potential to generate thousands of new jobs in sectors that will be key to UK economic development. These projects will create space for advanced manufacturing, offshore and subsea, digital and business services sectors, closely aligned to the Strategic Regional Plan for the North East.

Running parallel to our redesign and efficiency programme we are midway through a £1billion local investment scheme in schools, housing, state-of-the-art libraries, and leisure and community facilities. We will continue to invest for the long term, ensuring South Tyneside residents benefit from our local, regional, national and international strategy.

Our long-term vision and outcomes remain the same. To deliver the next phase of our vision, we have refocussed our priority activities for the next three years.

This strategy is our manifesto for the future of South Tyneside. It sets out our ambitions and the steps we will continue take to make South Tyneside an outstanding place to live, invest and bring up families... Change is happening.



Councillor Iain Malcolm
Leader of the Council



Martin Swales
Chief Executive

How to read this strategy

The first section of this strategy - The South Tyneside Vision - sets out our 20 year vision and illustrates the local, political and financial context in which we operate. It also highlights some of the achievements and improvements in South Tyneside since 2010.

The second section - Shaping Our Future - describes the practical ways in which the Council is shaped to achieve our vision. Here, on pages 10-13, you can read about our approach to delivering improved outcomes for our communities and some of the innovative methods we use to redefine the way public service operates in South Tyneside.

The final section - The Next Phase 2017-20 on page 14 articulates the way in which our three year Delivery Priorities are linked to the 20 year strategic outcomes. Each Delivery Priority contributes toward achieving more than one outcome and is cross-cutting in its nature.

There is more detail around each Delivery Priority on pages 16-35. Each section sets out the context, explains how we will know if we've succeeded in meeting our strategic outcomes, which are listed to the left, and outlines what we will do to make this happen. You will also find a list of plans and strategies we have put in place to help us do this on the left.

The South Tyneside Vision, launched in 2010 and formally endorsed in 2011, sets out the South Tyneside Partnership's long-term ambition for the borough:

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



The South Tyneside Vision

The South Tyneside Partnership collectively agreed ten long term outcomes under the themes 'People' and 'Place', which we will achieve over 20 years from 2010:

PEOPLE

	BETTER EDUCATION AND SKILLS
	INCREASING PROSPERITY
	PROTECT VULNERABLE CHILDREN AND ADULTS
	STRONG AND INDEPENDENT FAMILIES
	HEALTHIER PEOPLE

PLACE

	A REGENERATED SOUTH TYNESIDE WITH INCREASED BUSINESS AND JOBS
	BETTER TRANSPORT
	BETTER HOUSING & NEIGHBOURHOODS
	A CLEAN AND GREEN ENVIRONMENT
	LESS CRIME AND SAFER COMMUNITIES



Since we embarked on our Shaping our Future vision in 2010, we have achieved well against the significant ambitions we set for ourselves.

Our investment in regeneration, housing, transport and infrastructure is supporting improved performance outcomes across the

piece, including health, education, economy and high levels of resident satisfaction with safety in neighbourhoods.

We have realised many physical milestones across the borough, including new housing, schools, leisure and community facilities, business premises, town centres and foreshore improvements.

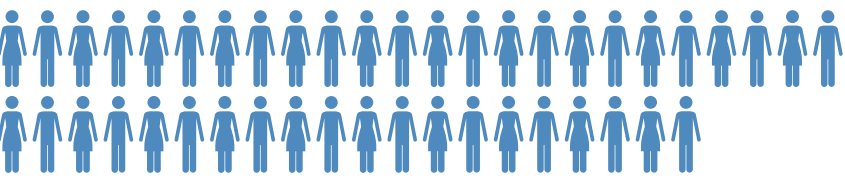
These many new buildings are daily reminders that change is already happening due to our early planning and shaping of our destiny.

As we enter the next phase of delivery of our 20 year vision, we have a good insight into what tomorrow looks like.

This refresh of the strategy reflects our current position and we have rebranded the next phase, "Hello Tomorrow, Change is Happening".

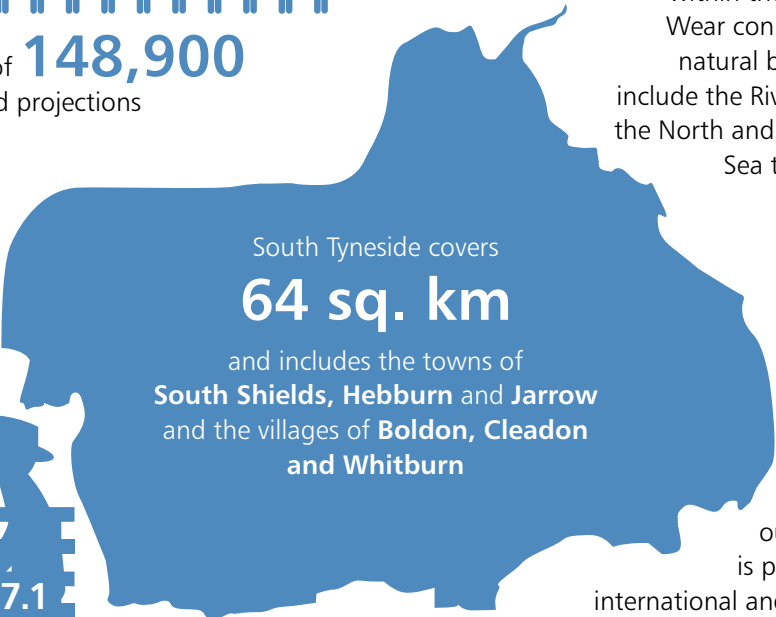
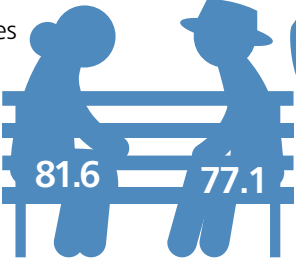
About South Tyneside

With a rich cultural heritage, spectacular scenery and a strong community spirit, we've got a lot going for us.



The borough has a population of **148,900** living in 67,200 households, and projections show population could rise to 153,900 by 2021

The average life expectancy in South Tyneside is **81.6** for women and **77.1** for men (compared to the national average of **83.2** and **79.5** respectively) and continues to increase



South Tyneside covers **64 sq. km** and includes the towns of **South Shields, Hebburn and Jarrow** and the villages of **Boldon, Cleadon and Whitburn**

South Tyneside sits within the Tyne and Wear conurbation – natural boundaries include the River Tyne to the North and the North Sea to the East

Most of our coastline is protected by international and European environmental designations

91% of our residents have access to superfast broadband, set to rise to over 99% by 2018

91.9% of students gained five A*-C passes or equivalent at GCSE level in 2015



South Tyneside Council administers the Tyne and Wear Pension Fund, 6th largest LGPS Fund in UK with a value of around **£8bn** and over 103,000 members

We have a population of **27,300 children under 15** (17% compared to UK 19%) and **29,000 older people over 65** (19% compared to UK 18.5%)



We are the regional lead authority for EU Engagement and Newcastle International Airport



Our transport links are excellent with the A19 providing an important strategic employment corridor

We have secured two Enterprise Zones - Holborn Riverside and the International Advanced Manufacturing Park

The Policy and Financial Landscape

A key responsibility for the Council is continuing to be at the forefront of excellent public service delivery within a context of significant change in public policy. We have a thorough understanding of emerging policy and legislation from central government and continually reassess our strategies and plans accordingly. Some of the most significant legislation informing our priorities includes:

- Welfare Reform and Work Act 2016
- Housing and Planning Act 2016
- Education and Adoption Act 2016
- Enterprise Act 2016
- Children & Families Act 2014
- Cities and Local Government Devolution Act 2016
- Care Act 2014

Shaping our financial future

As our population changes and grows older, the demand for council services, particularly around health and social care, continues to rise. Currently the council's biggest area of spend in protecting vulnerable children and adults. As our population changes and grows older, experiencing more age-associated illnesses like dementia, the demand for council services continues to rise, particularly around health and social care. As a result, our costs are growing, as our resources continue to reduce.

Since 2010, we have managed a **government funding reduction of 45%** - reducing our net base budget by 25%, staff numbers by 30% and becoming over £126m more efficient. We continue to face financial challenges and **were required to save £22m** from the Council's budget in 2015/16 with a further £64m savings over the next three years.

Despite these reductions in funding, we have not altered our vision – we have accelerated it. More detail on how we plan to use our budget is set out in '**Shaping our Financial Future**' our 5-year **medium term financial plan**.



CAPITAL Creating and Improving Assets

- Long-term economic benefit
- Examples: land purchase, new equipment, modern buildings,
- 2016/17 - over **£76m planned investment**
- 2016-20 - almost **£400m**
- Limited scope on what capital funding is used for

VS



REVENUE Running Costs

- Economic benefit of one year or less
- Examples: day-to-day running of essential services, upkeep of community facilities, salaries
- 2016/17 - over **£130m**

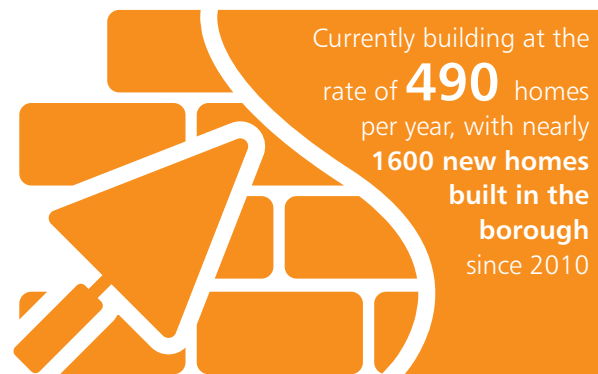
Our Corporate Innovation and Efficiency Group provides strategic oversight of our efficiency programme, ensuring we deliver required savings. Elected members consider and agree options that are both service specific and cross-cutting. Robust monitoring arrangements are in place to ensure we deliver our savings programme and continue to manage our finances well. We need to continue our successful approach, as the funding we estimate to receive from Government other income over the next three years is not sufficient to meet the current level of spending and new budget pressures.

Our Invest South Tyneside programme is our strategy to attract private sector investment in South Tyneside, further supporting long-term economic growth.

Recent Achievements



Council properties benefited from **11,359 new kitchens** and **12,986 new bathrooms** as part of a **£243million** investment in the Decent Homes project since 2010



Currently building at the rate of **490** homes per year, with nearly **1600 new homes built in the borough** since 2010

40% reduction in homelessness over the last 5 years



2015 saw the **highest number of new homes built** for over a decade

State-of-the-art investment in supported living for older people which made the 'Best Housing Initiative' shortlist at the 2016 Local Government Chronicle Awards

£260million investment in New Tyne Crossing and **£120million** planned at Testo's for 2017/18



IAMP (international advanced manufacturing park) - will secure **5200 new jobs** and **£295million private sector investment**

2015 saw the **highest** rate of employment since 2010, with **8500** more people in employment



£405million of Council spend spent with local suppliers (2010-15)



£604m capital investment since 2010 and **£350m** more planned by 2022

£14m in community flood defences
£18m in roads and footpaths



9m visitors in 2015 adding **£275million** to local economy

£126million of efficiencies delivered since 2010, yet...



£9m

Capital investment for an Integrated Care Services Hub

10 year, £32m partnership contract with NHS to support dementia patients and carers



2715 vulnerable residents supported to live at home through assistive technology

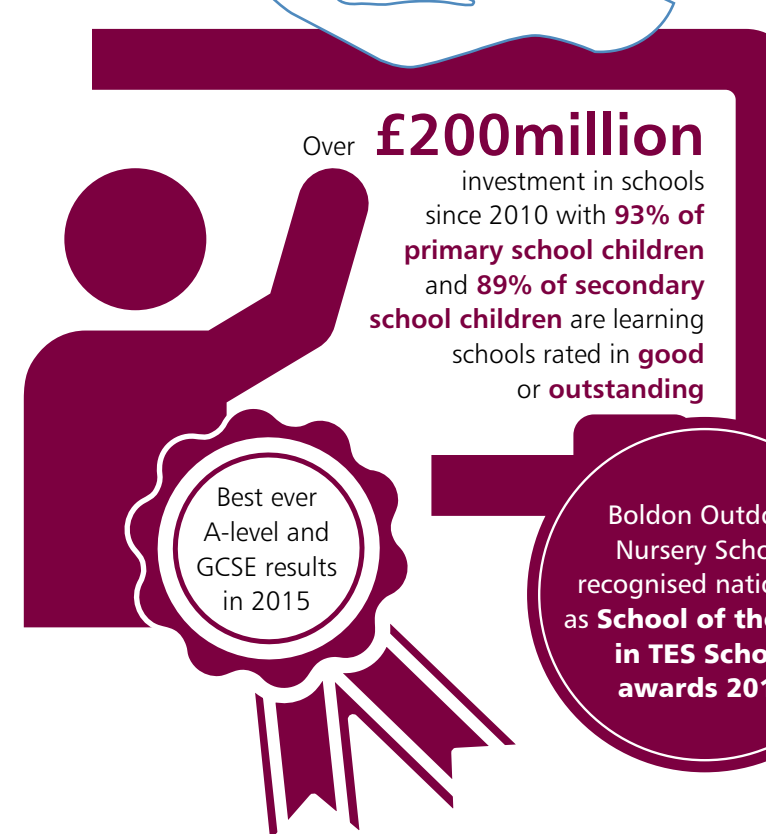


Pooled budget with health partners to **invest £22m** in learning disability services

2200+ taxi drivers, security staff, social landlords, hotel and fast food staff trained in recognising Child Exploitation, leading to a **53% increase** in potential CSE reports



Pioneer in Health & Social care integration [NHS and Council staff work together in community teams] DoH-recognised Pioneer, one of 14



Over **£200million** investment in schools since 2010 with **93% of primary school children** and **89% of secondary school children** are learning schools rated in **good** or **outstanding**



Best ever A-level and GCSE results in 2015

Boldon Outdoor Nursery School recognised nationally as **School of the Year** in TES School awards 2016

12,430 new apprenticeships since 2010 and new pathways to employment for young people

91% take up for aged 2 years funded education offer – England's best performing



Adoption services amongst best in the country

Shaping Our Future - Our Approach

Effective Leadership

At a time of unprecedented change for the public sector, our Council continues to show strong leadership ensuring that we work towards making South Tyneside an outstanding place to live, invest and bring up families.

Strategic Governance

Our Strategic Lead Member Board – comprising Leader, Cabinet, Chief Executive and Corporate Directors – convenes regularly to drive the organisation to deliver the South Tyneside vision and ensure sustainable options when redesigning services for our residents.

Elected Members

All elected members have a central role to play in ensuring we deliver our vision. We have a Leader and Cabinet model and our governance structures have strengthened the role of members in strategic planning. Our Cabinet portfolios have recently been realigned to further reflect our corporate priorities and the addition of 'performance panels' has strengthened the role of a wide range of members in challenging the performance of internal and commissioned services.

The Cabinet portfolios are as follows:

Leader of the Council: Councillor Iain Malcolm
Deputy Leader of the Council: Councillor Alan Kerr

- Resources and Innovation:** Councillor Ed Malcolm
- Regeneration & Economy:** Councillor John Anglin
- Housing & Transport:** Councillor Alan West
- Area Management & Community Safety:** Councillor Moira Smith
- Children, Young People & Families:** Councillor Joan Atkinson
- Independence and Wellbeing:** Councillor Tracey Dixon
- Voluntary Sector, Partnerships and Co-operatives:** Councillor Nancy Maxwell

Our new cabinet portfolio for Voluntary Sector, Partnerships and Co-operatives reflects the importance in continuing to strengthen partnerships and develop new models of service delivery, while our remodelled portfolio of Independence and Wellbeing demonstrates our commitment to working in an integrated way across Health and Social Care to support our vulnerable adults.

Elected members play a crucial role in their position as 'community champions'. Through Community Area Forums (CAFs) and first-hand resident feedback within communities, we will utilise this 'customer insight' to shape and deliver our services.

Alongside our regular Overview and Scrutiny Committee and Select Committees, our new Governance structure includes highly effective performance panels, which evaluate our Contracts, Housing needs and Safeguarding & Education. These give our members greater understanding of issues surrounding our services, allowing them to effectively scrutinise service performance, ultimately delivering improved outcomes and better value for money.

Our Workforce

We have a highly skilled and flexible workforce, which is the driving force behind our successes. We have made investments to ensure our staff have access to the tools and support required of a high-quality workforce, which adapts to the challenges faced by the public sector.

We have reduced the amount of office space from eleven to four buildings and improved opportunities for collaboration among our staff through open plan offices. We have worked to relocate the majority of staff to a single building in South Shields Town Hall, reducing the number of Council offices from twelve to three. We have also provided staff with new equipment, including a refreshed digital estate to facilitate agile working.

We promote a culture of innovation our workplace and our staff were recognised by SOLACE (Society of Local Authority Chief Executives) for developing new models of service delivery.



Integration

Strategic Partnerships

As demand for our services increases we recognise the importance of redesigning our services to better meet the needs of our residents. With less public money available we need to work even more closely with our partners to share and pool local public resources to maximise use of the South Tyneside Pound. We have a commitment to doing things once and together, which will mean new integrated models of working with joint priorities focusing on those with greatest need. We can only achieve our aims through strong partnership working.

Our four partnership Boards provide oversight and decision making on a partnership level, while the Chief Executives' groups develop strategic planning which informs the Boards.

South Tyneside Partnership Shaping our Future Board

Alongside this, we are developing innovative new models of service delivery within children, adults and health services - with a clear focus on increasing efficiency and improving outcomes. We are a pioneer in Health and Wellbeing and have a multi-agency approach to first class services in our communities - from new and improved community and health facilities to joined-up community safety and enforcement activity.

In March 2016 we became the first local authority area in the country to go through the new Joint Targeted Area Inspection, during which OFSTED highlighted areas of excellence and endorsed our partnership approach and plans for the future.





The South Tyneside Partnership is complemented by a number of strategic and management delivery partnerships that are critical to the delivery of our vision:

- **South Tyneside Homes**, our arm's length management organisation (ALMO), which manages, maintains and improves its 18,000 council homes and estates.
- Our **Strategic Partnership with BT South Tyneside** which delivers a range of essential services on behalf of the Council, whilst maximising efficiencies through a shared procurement programme.
- **The South of Tyne and Wear Waste Management Partnership**, which includes SITA, Sunderland and Gateshead Councils, is committed to reducing the amount of waste sent to landfill sites every year and increasing recycling through a joint strategy for the management of waste over the next 20 years
- **The North East Combined Authority (NECA)**, a new legal body that brings together the seven councils which serve County Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland, which works to drive economic growth, job creation, skills development and improved transport links in the region, in support of the Strategic Economic Plan (SEP).
- **The North East Local Enterprise Partnership (NELEP)** which brings local business and council leaders together to support the local economy, drive growth and job creation in the region through the delivery of the (SEP)

Digital by Design

Digital technologies are enablers of change and a key ingredient for better public service outcomes, as well as the realisation of potentially significant savings. We are at the forefront of innovative technological solutions and applying these to our critical services.

Providing residents opportunities to access digital technology, and providing support to use it, is one of our priorities. Changing how we offer our services is key to ensuring we improve resident access. The Council's Digital by Design programme will transform our services so they work for the customer. Putting the needs of the customer at the heart of service design, we will develop modern digital services that make it quicker and easier to access Council services.

We have already invested over £1m in ICT to support our front line workers, including laptops for agile working and since 2013/14 invested £3.2m in a new client recording system to aid information sharing and decision making. We have also improved access for our residents through facilities in community buildings, such as Hebburn Central and The Word, National Centre for the Written Word, that are available for public use.

In the rapidly changing technological landscape, there is an opportunity to empower residents and communities, and to significantly change the relationship between local government and its customers. Social and digital inclusion will shift ownership and use of information and technology towards the service user. Through this, we can manage demand, put services in the hands of our residents and reduce the requirement for costly interventions at a later date.

Fair Outcomes for all

We want our borough to be an outstanding place to live, invest and bring up families. At the heart of our approach is fair treatment and equal opportunity for our residents to live a fulfilling life. We recognise that South Tyneside is a diverse place and we promote this by valuing the uniqueness of each individual.

We put social justice at the heart of our Partnership approach, ensuring that we develop and grow South Tyneside in a way that supports everyone, whilst protecting and supporting the most vulnerable. One single action or agency cannot tackle poverty, homelessness and poor health, but it can be done through concerted and co-ordinated efforts which can transform people's lives. As a Council, we will continue to provide core services that people need and we will continue to work towards ensuring fair outcomes for all residents.

Community Resilience

Communities have an essential contribution to make to improve their own wellbeing and our community led approaches complement and improve local services.

Our aim is for individuals and families to be resilient and able to look after themselves with support from the Council where necessary. We have some fantastic assets in our borough that are seen as part of the solution to addressing our challenges in a positive way. Our residents and voluntary sector groups have the skills, abilities and energy to contribute to local community activity, extending the reach of statutory services.

We have and will continue to build on our strong relationships with the voluntary and community sectors, helping to build the capacity and potential for mixed provision of services in the future

Equality matters to us

Equality is embedded throughout all of our services. It is not an extra piece of work, but part of our day-to-day life, each and every day and in everything we do. Whenever we develop a new a service, we carry out an equality check to ensure that the changes we make do not discriminate against individuals or groups. Equality checks help to identify any potential discrimination and develop actions to address areas which may have an adverse impact on existing or new service users.

The Next Phase 2017-20

Delivering our 3-Year Priorities

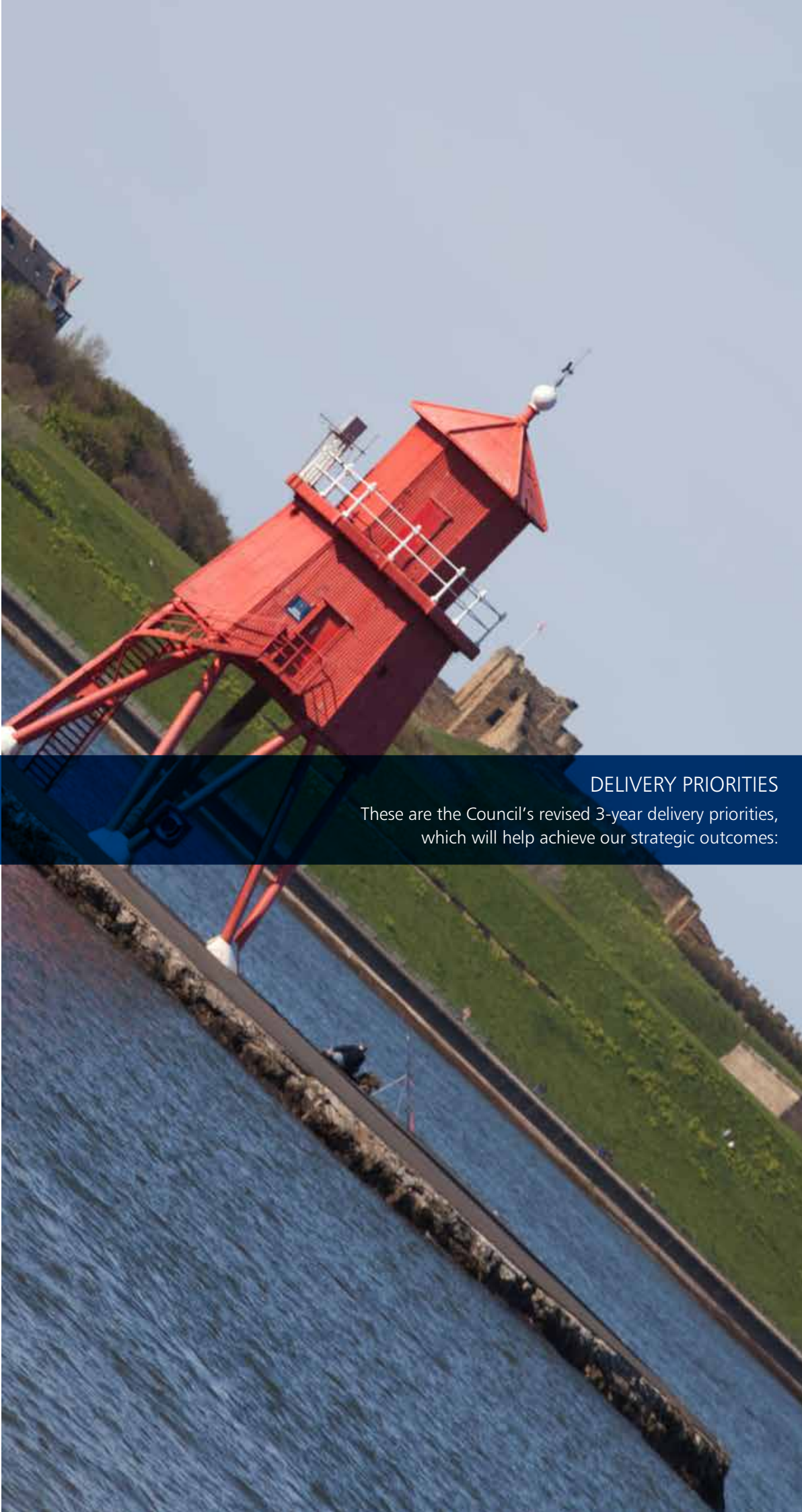
The South Tyneside Partnership agreed The South Tyneside Vision in 2010. The aim was to shape South Tyneside's destiny through clear priorities and an inclusive delivery framework that brought together elected members, staff and a range of multi-agency partners from the public, private and voluntary sector. We continue to be committed to our unshakeable vision for the borough.

In 2013 the council proposed its own priorities that would contribute to achieving the vision. These were our three year delivery priorities for 2013-16:

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

Since then we have made substantial progress in delivering these priorities. Yet, much has changed since 2013. As the population of South Tyneside grows, the need for affordable and high quality homes continues to grow, while transport and infrastructure will increasingly require more investment to drive economic growth and bring more jobs into the area. With high rates of obesity, smoking during pregnancy and acute health conditions, such as dementia, we have seen a renewed focus on health and wellbeing in recent years. We also continue to prioritise support to an increasing population of vulnerable older people.

We recognise the outstanding progress that we have made so far, understand the continually changing financial, policy and demographic landscape, and continue to focus on the things that will make the biggest difference in delivering our strategic outcomes, which underpin our vision for South Tyneside.



DELIVERY PRIORITIES

These are the Council's revised 3-year delivery priorities, which will help achieve our strategic outcomes:

This refreshed strategy represents a renewed focus on priorities that will quickly accelerate delivery of this vision and our 20 year strategic outcomes.

We have identified key priority areas that require our focus and investment over the next 3 years. These priorities will make a significant impact on the delivery of individual 20 year strategic outcomes for People and Place, but are also cross-cutting and will drive improvements across all areas, supporting the overall vision for the borough, as demonstrated by the structure on page 15.

PEOPLE

 BETTER EDUCATION AND SKILLS	 A REGENERATED SOUTH TYNESIDE WITH INCREASED BUSINESS AND JOBS
 INCREASING PROSPERITY	 BETTER TRANSPORT
 PROTECT VULNERABLE CHILDREN AND ADULTS	 BETTER HOUSING & NEIGHBOURHOODS
 STRONG AND INDEPENDENT FAMILIES	 A CLEAN AND GREEN ENVIRONMENT
 HEALTHIER PEOPLE	 LESS CRIME AND SAFER COMMUNITIES

PLACE

WORK WITH COMMUNITIES TO INCREASE PROSPERITY



pg16-17

EARLY HELP FOR CHILDREN AND FAMILIES



pg18-19

IMPROVE HEALTH AND WELLBEING



pg20-21

FURTHER INTEGRATE HEALTH AND SOCIAL CARE



pg22-23

IMPROVE EDUCATION AND SKILLS



pg24-25

INWARD INVESTMENT, JOBS AND GROWTH



pg26-27

FURTHER REGENERATE TOWN CENTRES AND NEIGHBOURHOODS



pg28-29

HOUSING INTEGRATION AND GROWTH



pg30-31

MAXIMISE VALUE FROM ASSETS



pg32-33

IMPROVE TRANSPORT AND INFRASTRUCTURE



pg34-35



Work with Communities to Reduce Poverty

The economic circumstances of an individual define their life chances. We know that people who live in poverty are less likely to be healthy, more likely to be the victims of crime and disorder, and less likely to be successful in life. Ensuring that every child, family, adult and older person has a solid economic base will support people to be happy, healthy and independent, and reduce the need for support from external services and agencies.

However it is not just absolute poverty that causes problems in society, its inequality. We know that more equal societies have better outcomes in education, health, community cohesion and wellbeing.

In South Tyneside we face challenges regarding poverty and deprivation. For example, we have over 6,500 children living under the age of 16 living in families in receipt of out of work benefit or tax credits and a very low income. We continue to tackle the root cause of poverty through our

economic regeneration and growth plans, creating of jobs, developing good and affordable housing, and excellent education.

Focussing just on the most disadvantaged does not reduce inequalities on its own – action must be universal, but with a scale and intensity that is proportionate to the level of disadvantage. With this, we acknowledge that one specific Partnership or task force cannot tackle poverty and disadvantage on its own, so doing this must be a focus across all of our activities and reduced poverty must be a principle we embed in everything, from our housing policy to our health agenda and regeneration plans.

How will we know that we're successful?

- Reduced levels of child poverty
- Reduced number of young people not in education, employment or training
- A reduction in the long-term unemployment rate, particularly in people with learning disabilities, people with mental health problems, and people with long-term health conditions
- A reduction in domestic violence and substance misuse
- Improved access to housing and reduced levels of homelessness
- Reduced levels of fuel poverty and number of Excess Winter Deaths

What outcomes will this meet?



INCREASE PROSPERITY



PROTECT VULNERABLE CHILDREN AND ADULTS



STRONG AND INDEPENDENT FAMILIES



HEALTHIER PEOPLE



A REGENERATED SOUTH TYNESIDE WITH INCREASED BUSINESS AND JOBS

Key Strategies and Plans

- Children and Families Plan and Child Poverty Strategy
- Health and Wellbeing Strategy 2016-21
- Homelessness Strategy 2013-18
- South Tyneside Fuel Poverty Strategy

What we will do to make this happen?

- Ensure excellent universal education is available to the most vulnerable children
- Develop and support healthy and sustainable communities and places
- Increase effective pathways to employment for our residents to access jobs
- Improve career opportunities and routes into sustainable employment for young people
- Increase the supply of affordable housing in the Borough



What outcomes will this meet?



**STRONG AND
INDEPENDENT FAMILIES**



**PROTECT VULNERABLE
CHILDREN AND ADULTS**



BETTER EDUCATION AND SKILLS

Key Strategies and Plans

- Children and Families Plan and Child Poverty Strategy
- South Tyneside Safeguarding Children Board Business Plan 2014-17
- Early Help Strategy
- Edge of Care Project Plan

Early Help for Children and Families

Services for children and families have a key role to play in securing the safety, prosperity and wellbeing of all our residents.

We want South Tyneside's children and families to have the best start in life and aspire to a brighter future. To ensure everyone reaches their full potential, we will work closely with our partners using an integrated and joined up approach to provide the best possible learning opportunities, with targeted protection, care and support for those in greatest need.

South Tyneside is a really safe place to grow up, but we want to ensure that every child and young person feels safe in their home, school and community, and where they do require additional support that their needs are met within the borough. Our safeguarding arrangements will be strengthened, offering intensive and joined-up support to the most vulnerable through leadership in children's social care, improved ICT systems and

our whole-family Early Help offer which will be delivered in the community from our Children's Centres.

It is clear from the evidence available that action to improve health and wellbeing and tackle inequalities must start before birth and continue throughout childhood into adult life to break the links between early disadvantage and poor outcomes. We recognise the need to invest in activities to prevent or delay factors that have a negative impact on people's lives.

A number of new and redesigned services will help us to safeguard and improve vital services for our communities. With resources reducing and demand increasing, a new approach to demand management will help to ensure efficient delivery of specialist children's and social care service. We will be proactive in providing a more effective integrated front door and an early help offer that meets the needs of our people.

How will we know that we're successful?

- Children and young people at risk are protected
- Improved physical and emotional health of children and young people
- High quality childcare, early years settings and early help and support for families
- Resilient families needing fewer interventions
- Safely reduced number of looked after children

What we will do to make this happen?

- Continue to promote the strategic smoking in pregnancy steering group to maintain focus on providing the "best start in life"
- Monitor applications for new hot food takeaway outlets to help tackle obesity
- Expand the scope of the Change4Life programme with residents of all ages
- Engage more families with early help services to reduce referrals to social care and promote more stable and independent families
- Encourage partners to deliver and support the early help offer via a training programme on the tiers of need, benefits of early help and thresholds for referral into specialist services
- Reduce the number of children meeting the threshold for a Single Assessment through the delivery of effective and integrated early help by the universal and targeted services



Improve Health and Wellbeing

The South Tyneside Health and Wellbeing Board developed and published a strategy in 2013 called Our Better Health and Wellbeing Strategy. South Tyneside was a forerunner on Health and Wellbeing Board development, as one of the first local authorities in the country to establish a Shadow Board. Commitment to the South Tyneside Health and Wellbeing Board has remained strong since its inception with strong senior buy-in by all key organisations – including South Tyneside Clinical Commissioning, South Tyneside Foundation Trust and South Tyneside Healthwatch.

Our strategy uses a “life-course” approach to health and wellbeing, recognising that health risks are cumulative over a person’s lifetime. By taking this approach we acknowledge that prevention should be prioritised over and above cure. We are currently refreshing our strategy to include an update on outcomes and actions we want to achieve by 2021.

We are working to achieve these outcomes by embedding health and wellbeing in every policy, plan and strategy in the borough. Our approach aims to ensure we’re building a South Tyneside of the future that has good health at its heart by ensuring that we use our existing community assets, have good housing, excellent education, and employment opportunities for all. At the same time we are working to ensure that we have world class health and care services that are based on local needs and give the best value for money. We also have a statutory role to protect the health of the population from infectious diseases and environmental hazards.

How will we know that we’re successful?

- Reduced levels of childhood obesity and healthier, more active children
- People of South Tyneside will be able to make healthy choices resulting in an increased healthy life expectancy
- Our households will have better emotional wellbeing and resilience
- Reduced levels of smoking in pregnancy
- Reduced early deaths from cancer, respiratory diseases and cardiovascular diseases (the key causes of health inequalities)

What outcomes will this meet?

 HEALTHIER PEOPLE

 STRONG AND INDEPENDENT FAMILIES

 PROTECT VULNERABLE CHILDREN AND ADULTS

 INCREASE PROSPERITY

Key Strategies and Plans

- Director of Public Health Annual Report
- Joint Strategic Needs and Assets Assessment
- Health and Wellbeing Strategy 2016-21

What we will do to make this happen?

- Embed health and wellbeing in the South Tyneside Partnership priorities
- Further alliances and joint commissioning arrangements across health and care
- Ensure that health and care commissioning in South Tyneside is focussed on need, prevention of ill health, and is based on evidence
- Continue to implement our Cancer Strategy and a preventative approach to address the key causes of early death and ill health in South Tyneside: smoking, obesity, harmful alcohol use, and lack of physical activity
- Work with the Children and Families Board to define a clear partnership offer to give every child the best start in life, making best use of our current services for children, young people and families



What outcomes will this meet?



HEALTHIER PEOPLE



STRONG AND
INDEPENDENT FAMILIES



PROTECT VULNERABLE
CHILDREN AND ADULTS



INCREASE PROSPERITY



BETTER HOUSING &
NEIGHBOURHOODS

Key Strategies and Plans

- Whole System Change in Adult Social Care
- Adult Social Care Local Account and Market Position Statement
- Strategic Business Plan for Safeguarding Adults

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Integrate Health and Social Care

Demand for health and social care services is increasing, whilst funding and resources from central government are reducing. As a result, we have developed a demand management strategy which will support us in leading the 'whole system change' for health and social care. This will be focused on enabling all partners in the health and social care economy to support adults to live as independently as possible, maximising their health and wellbeing.

We have taken significant strides to integrate local health and social care services to deliver improved outcomes. Our new integrated community team model has been rolled out borough-wide, following success in Jarrow and Hebburn. The next stage of our improvement will involve redesigning these teams to integrate care planning processes.

Our new integrated care services hub, Haven Court, opened in summer 2016 and is the first of its kind nationally. It provides essential support to adults with dementia, from information and advice through to residential and nursing care. It also provides intermediate care, easing pressures on hospital discharges and reducing demand for residential services.

We will build on this exciting development and commission new and innovative models of care, in partnership with the CCG, to maximise use of the 'South Tyneside Pound' and support more adults to live within the community. We have recently agreed to pool our funding for adults with learning disabilities with the CCG and to develop an integrated commissioning function to support this. This will bring significant opportunities to put the partnership's collective resource for these vulnerable adults to greater use.

The Care Act placed the local authority's responsibilities for adult safeguarding on a statutory footing for the first time. We have a strong and effective Safeguarding Adults Board, with every partner taking their responsibilities seriously. We have recently developed a 'single point of contact' in adult safeguarding, ensuring that all alerts receive prompt, consistent and appropriate advice and signposting. We are now working with partners to develop a Multi-Agency Safeguarding Hub, which will bring all key partners together, streamline current processes and approaches, so that the safeguarding adults partnership can respond efficiently and effectively to concerns.

How will we know that we're successful?

- Reduced preventable admissions to residential, nursing care and hospitals
- Increased support provided within the home or community settings
- More adults looking after their own health and in control of the care they receive
- Fewer adults socially isolated

What we will do to make this happen?

- Implementation of Haven Court – our integrated care services hub
- Expansion of Integrated Teams Model
- Introduce New Joint Commissioning Strategy and Operating Model
- Implementation of new Integrated Learning Disabilities Model
- Development of a Multi-Agency Safeguarding Hub model

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What outcomes will this meet?



BETTER EDUCATION AND SKILLS



A REGENERATED SOUTH
TYNESIDE WITH INCREASED
BUSINESS AND JOBS



PROTECT VULNERABLE
CHILDREN AND ADULTS

Key Strategies and Plans

- Schools Organisation Plan
- Children and Families Plan and Child Poverty Strategy
- Early Help Strategy

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Improve Education and Skills

The Council has a key role in promoting high educational standards, improving educational provision and securing pathways to further/higher education and to employment. This is true of local authority funded provision, the newer "academy" schools and independent providers such as child minders and training providers. Our aim is to ensure there is a choice of high quality early years settings, schools and post 16 providers within South Tyneside.

There has been continuing improvement in our schools and other educational settings with close to 95% of these rated Good or Outstanding by Ofsted, among the best in the country. No settings are currently inadequate. There is a sense of high expectation and ambition for our children and young people. We want them to have the best possible life chances. The Council has a very well established school improvement strategy which provides effective support and challenge through

reviews of schools and other settings. More intensive monitoring and support are provided for schools and settings where standards are a concern. The Council also brokers and facilitates partnership working between providers, such as the Behaviour and Attendance Partnership and school- to-school support where this is helpful.

Our inclusion services provide a whole range of support for children with special educational needs, from highly detailed assessments for Education, Health and Care Plans to specialist support for particular needs such as hearing impairment.

How will we know that we're successful?

- All childcare, education and training providers graded good or outstanding
- Above average achievement at all stages
- Closing of attainment gaps, wherever these exist
- All young people finding rewarding pathways to employment
- Removing barriers to learning and employment for our most vulnerable groups
- Develop a skilled workforce to meet the existing and future needs of employers

What we will do to make this happen?

- All childcare, education and training providers graded good or outstanding by 2018
- Foundation Stage, Key Stages 1 and 2, GCSE, A level and Level 3 performance above average by 2018
- Reduce 16-18 year olds not in education, employment or training to 5.3% by 2018
- Increase participation in science, technology, engineering and mathematics (STEM subjects) for 16-18 year olds to 33% by 2018.
- Increase effective pathways to employment for all our young people
- Target and support vulnerable groups to raise aspirations and attainment levels
- Increase levels of digital inclusion

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Inward Investment, Jobs and Growth

The Council has a key role to play in stimulating jobs and growth in the local economy. Working in partnership with other local councils through the North East Combined Authority, South Tyneside is geared towards economic growth and is well placed to be at the economic heart of the region. Attracting new investment into the borough from around the world is central to our aspirations for economic growth and job creation.

The cornerstone of our proposition to businesses focuses on a competitive cost base for commercial property and our reputation for skilled people along with the accessibility the area affords for inbound and outbound logistics to domestic and international destinations. There is an opportunity for South Tyneside to capitalise our planned growth with investment along the A19 corridor. Recognising the huge benefits arising from both the automotive sector and the Port of Tyne, the emerging International Advanced Manufacturing Park (IAMP) will create opportunities for significant global investment in advanced manufacturing that will lead to the creation of 5,200 jobs.

We have identified the potential to create a high quality office development on the outskirts of South Shields Town Centre on the Holborn Riverside site that will create 1,400 jobs, providing move-on office space for existing companies to expand or new investors to locate within the borough.

South Tyneside has a strong heritage in manufacturing and engineering, with a skilled workforce of 11.8% of residents working in manufacturing against a national rate of 8.7%. The borough is further developing the skills and expertise around advanced manufacturing and engineering, as well as business services and digital creative skills.

However, the skills gap between the North East and other occupational areas remains high and there is a need to increase the volume of skills at a higher level and to put in place programmes which better reflect and address employer needs, particularly those of Small to Medium Sized Enterprises (SMEs).

How will we know that we're successful?

- Increased jobs and growth in the local economy
- Increased number of Inward Investment projects
- An environment to attract new businesses and allow existing businesses to grow
- Strengthened reputation of South Tyneside as a location of choice in key sectors
- A skilled workforce that can meet the existing and future economic needs

What we will do to make this happen?

- Promote South Tyneside as a world class location for international investment
- Create competitive and business friendly commercial offers that meet the requirements of inward investors

What outcomes will this meet?



A REGENERATED SOUTH TYNESIDE WITH INCREASED BUSINESS AND JOBS



BETTER HOUSING & NEIGHBOURHOODS



LESS CRIME AND SAFER COMMUNITIES



A CLEAN AND GREEN ENVIRONMENT



BETTER TRANSPORT

Key Strategies and Plans

- Post-16 Local Commissioning Statement 2016-17
- Invest South Tyneside Delivery Plan
- South Tyneside Economic Vision
- South Tyneside and Local Enterprise Partnership 2015
- IAMP Area Action Plan

- Bring forward the International Advanced Manufacturing Park on land north of Nissan
- Establish a fast track system for planning consents and other regulatory permissions
- Work in partnership with our existing businesses to unlock new investment to increase productivity and job creation
- Develop a quality commercial office proposition on the Holborn development on South Shields Riverside
- Work with business and education to ensure that young people are aware of the career opportunities and routes into sustainable employment
- Increase effective pathways to employment for our residents to compete for jobs
- Further develop the key sectors of advanced manufacturing, business services, and ICT/digital to maximise on the growth and employment opportunities



Regenerate Town Centres and Neighbourhoods

Our ambitious plans to regenerate our towns, homes and communities will help us to create jobs, improve health and create greater opportunity in the Borough for years to come. We are busy implementing our 'game changing' plans for South Shields and Hebburn Town Centres and we are developing further regeneration plans for Jarrow. Our focus remains on working with the private sector to secure 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, as well as a new transport interchange and a new cultural institution, The Word, the National Centre for the Written Word, which opened in autumn 2016. Other projects on the Riverside will focus on creating high quality employment opportunities to help drive the local economy and sustain our town centre regeneration, while developments on the Foreshore will be pursued to appeal to new communities and attract tourism visitors.

Hebburn has seen significant public investment in the town centre with the creation of Hebburn Central and public realm improvements, demonstrating public service leadership which has given the private sector confidence to invest. Aldi is to develop a new supermarket in the centre and plans include new housing to meet a wide range of needs.

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 Police & Crime Commissioner, to ensure this continues and confidence from the public rises.

The South Tyneside Festival 2015 was the most successful to date, and our enhanced events programme will continue to promote our tourism offer, showcasing the transformation of our town centres, state-of-the-art leisure facilities and stunning natural assets.

How will we know that we're successful?

- Strong local economies, providing access to jobs and support for business
- People have access to quality public space and appropriate greenspace
- Communities and people are protected and feel safe
- A borough that is 'open for business' to residents, visitors and the private sector as a place to invest and generate wealth and opportunity
- Improved quality of life for residents of our borough
- Increased visitor numbers to the whole borough

What outcomes will this meet?



BETTER HOUSING & NEIGHBOURHOODS



A CLEAN AND GREEN ENVIRONMENT



A REGENERATED SOUTH TYNESIDE WITH INCREASED BUSINESS AND JOBS



LESS CRIME AND SAFER COMMUNITIES

Key Strategies and Plans

- South Shields 365 Vision
- South Tyneside Riverside Vision (South Shields Riverside Regeneration Strategic Development Framework)
- 'Making Communities Safer' 2016-19 – Community Safety Partnership Plan
- South Tyneside Council and Local Enterprise Partnership 2015

What we will do to make this happen?

- Complete Phase 1 of South Shields 365 vision in autumn 2016 with opening of the National Centre for the Written Word and completion of a redeveloped Market Place
- Progress plans for a new transport interchange
- Begin retail and leisure phases for South Shields 365
- Work with the private sector to improve the retail and housing offer in Hebburn Town Centre
- Continue to secure investment in South Shields Riverside which will bring forward environmental improvements and commercial opportunities creating new high quality jobs
- Identify opportunities to bring additional public and private sector investment into Jarrow town
- Develop plans for our villages – Boldon, Whitburn
- Deliver community safety plan objectives through joined up work with partner services



What outcomes will this meet?



A REGENERATED SOUTH
TYNESIDE WITH INCREASED
BUSINESS AND JOBS



BETTER TRANSPORT



BETTER HOUSING &
NEIGHBOURHOODS



LESS CRIME AND SAFER
COMMUNITIES



A CLEAN AND GREEN
ENVIRONMENT

Key Strategies and Plans

- South Tyneside Local Plan
- Integrated Housing Strategy
- Homelessness Strategy 2013-18

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Housing Integration and Growth

Housing is a key priority for residents and the Council and it plays a significant role in everyone's life. The location, the type, and quality of homes in which we live has a major impact on the rest of our lives: including how our children perform at school, the jobs we can access and how long we live. At the extreme people without a home face the prospect of poor health and low life expectancy.

Our Housing Investment helps to grow the local economy and provide jobs for local people. Every £1 invested in construction output, be that new build or refurbishment, generates £2.84 in total economic activity.

At times housing has been looked at in isolation but we have made Housing Integration and Growth a priority. We know that getting our housing interventions right also helps us to address priorities in social care, education and economic growth.



economic growth and regeneration ambitions and provide a return on investment. Ultimately this will provide more homes and jobs for local people.

We will work with partners across all sectors to provide greater access to housing and specialist support services for our vulnerable residents. This will provide better, community-based services and provision for our residents. It should also reduce the need for more expensive critical health and social care.

We will demonstrate real leadership by building new homes for sale and rent that will support our

How will we know that we're successful?

- More residents satisfied with their home and neighbourhood
- More high value homes to support economic growth
- More purpose built homes for older people
- More vulnerable households supported to live independently

What we will do to make this happen?

- Develop a new Local Plan to allocate the land required to build the new homes that we need to meet housing demand over the next 20 years
- Develop a housing investment plan to remove barriers to the delivery of new homes

- Build 100 more affordable homes and homes for older people each year with our partners including South Tyneside Housing Ventures Trust
- Complete the Decent Homes programme for Council homes by December 2016 and ensure we have a viable 30 year business plan by April 2017
- Work with Private Sector Landlords and Registered Providers to improve housing and neighbourhoods
- Deliver high quality cross tenure housing services through South Tyneside Homes – with a focus on sustaining tenancies and supporting communities
- Commission 30 accessible specialist homes a year with associated support services to meet the needs of our most vulnerable residents
- Refresh and implement the current Homelessness Strategy

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What outcomes will this meet?



BETTER TRANSPORT



A REGENERATED SOUTH
TYNESIDE WITH INCREASED
BUSINESS AND JOBS



A CLEAN AND GREEN
ENVIRONMENT



BETTER HOUSING &
NEIGHBOURHOODS

Key Strategies and Plans

- Asset Management Service Delivery Plan
- Corporate Property Strategy
- Energy Management Plan
- Joint Municipal Waste Management Strategy

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Maximised Value from Assets

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

The further development of the Council's plans for community hubs and local access points will continue. This will offer every resident access to advice, information, ICT facilities, community space, childcare, day care and health care services within walking distance of their home.

The development of community facilities is integral to our regeneration plans, and enables more flexible working arrangements by positioning staff to be close to their customer base. We have demolished or sold 35 buildings and reduced the number of corporate buildings we occupy from eleven to four, saving over £14m over ten years. We will continue this initiative, focusing on having the majority of the Council's staff based in South Shields Town Hall but with accommodation to facilitate close working with residents in the community hubs and local access points.

We continue to review all assets within our community against local need, access, suitability and being 'fit for purpose'. Buildings under review are libraries, community association and daycentres. Those identified as not meeting the above criteria will be considered for disposal and funds released invested in those buildings to be retained. This will allow us to provide high quality buildings from which to deliver front line services.



How will we know that we're successful?

- Well planned neighbourhoods and local areas, with accessible facilities and amenities
- Better community buildings and facilities and a better working environment for our staff
- Increased capital returns on property and land investment with reduced revenue expenditure in fewer buildings
- Reduced carbon footprint to become a greener organisation
- Reduced waste going to landfill and increased levels of recycling in the borough

What we will do to make this happen?

- Full review of further front line service needs to identify location and building requirements within our communities
- Reduce the number of corporate buildings to release funds for investment within our communities
- Consolidate our many community facilities bringing together library, recreation, meeting and community based facilities under one roof.
- New models of delivery for waste and recycling services
- Deliver energy efficiencies through investment in renewable technology
- Expand and market council services to organisations public and private sector partners
- Identify additional income streams through the use of corporate assets

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What outcomes will this meet?



BETTER HOUSING & NEIGHBOURHOODS



A REGENERATED SOUTH TYNESIDE WITH INCREASED BUSINESS AND JOBS



LESS CRIME AND SAFER COMMUNITIES

Key Strategies and Plans

- South Tyneside Local Plan
- Infrastructure Delivery Strategy
- NECA Local Transport Plan
- South Shields 365 Masterplan
- Highways Asset Management Plan 2016-19

Improved Transport and Infrastructure

Our residents want to be able to get to and from work without long delays and frustration; for their children to get to school safely; to be able to get to where they need to be whether by car, public transport or cycling and walking. South Tyneside is ambitious about its future, with high levels of housing and employment planned, both of which will mean more traffic on our transport network and without a dramatically different vision for transport we risk seeing more congestion, more pollution and poorer health outcomes.

The future jobs and homes provided in the borough will need to be supported by improved, and more resilient, infrastructure – this will formally be set out in our Infrastructure Delivery Strategy which accompanies our Local Plan. It will include improvements to the A19 corridor which is the major 'economic artery' that links South Tyneside with the rest of the country. Improvement schemes will therefore support businesses and key employment initiatives including the International Advanced Manufacturing Park.

We will continue to invest in our principal road network, delivering efficiencies through Highway Asset Management principles, giving us better value through alternative treatments. The provision of affordable, safe, reliable public transport is essential to our local residents in accessing jobs, services, and education. Therefore, the sustained investment in the Metro Network and local bus services throughout South Tyneside is required. As part of our South Shields 365 Vision we will be developing a new Transport Interchange which will provide a new, striking point of arrival into South Shields for both residents and visitors to the town, as well as enhancing connectivity to the various key areas of South Tyneside.

South Tyneside Council also aims to create an environment where walking and cycling are everyday modes of transport for functional and recreational purposes. We will ensure that these options are actively supported by the provision of high quality infrastructure and an environment, which contributes to a better future for South Tyneside's people.

How will we know that we're successful?

- South Tyneside's transport infrastructure will drive and sustain a buoyant and resilient local and regional economy
- Our residents will be fully connected to jobs, local services, training, our town and village centres and each other
- South Tyneside's businesses will be fully connected to employees, customers, trade routes, supply chains and each other

What we will do to make this happen?

- Testo's / Downhill Lane Major Scheme improvements from 2019 onwards
- Strategic Western Gateway Improvements Phases 1-2 (Lindisfarne Corridor and Arches junction improvements through 2017-18)
- A reliable and punctual public transport network to act as an alternative to the car with support from the new Transport Interchange
- Increasing the use of sustainable transport methods within the borough
- Reducing carbon emissions through the investment in electrical vehicle infrastructure

Key Strategies and Delivery Plans

Shaping our Future sets out our vision and priorities for making South Tyneside 'an outstanding place to live, invest and bring up families.'

Our vision will be achieved through the following key strategies and delivery plans:

This list is not exhaustive, but demonstrates how we work on different levels to achieve our strategic outcomes.

Level	Strategy/Plan				
Regional/ NECA/North East LEP	Tyne and Wear Local Transport Plan		Northumberland, Tyne & Wear NHS Sustainability and Transformation Plan		North East Local Enterprise Partnership Strategic Economic Plan
Partnership	South Tyneside Safeguarding Children Board Business Plan 2014/17	'Making Communities Safer' 2016-19 - Community Safety Partnership Plan	Strategic Business Plan for Safeguarding Adults [in development]	Health and Wellbeing Strategy 2016-2021 [in development]	Children and Families Plan and Child Poverty Strategy 2016
STC	South Tyneside Local Plan	'Shaping our Financial Future' - Medium Term Financial Plan 2015-20	ICT and Digital Strategy 2016-21	Whole System Change in Adult Social Care	Adult Social Care Local Account and Market Position Statement
	Early Help Strategy	South Shields 365 Vision	Housing Strategy 2013-18	Procurement Strategy 16-19	
	Service Delivery Plans				

The shared vision we have agreed with our partners is outlined in [The South Tyneside Vision](#) 2011-31 and Delivery Plan 2013-18





