

South Tyneside Council

12 Month Delivery Plan 2022-23



South Tyneside Council

Spread the word!

**THIS IS
SOUTH
TYNESIDE**

Contents

Introduction	4-7
12 Month Delivery Plans by Directorate:	
- Adult Social Care & Integrated Commissioning	9-11
- Children's Services	12-14
- Public Health	15
- Regeneration & Environment	16-20
- Business & Resources	21-25
- Governance & Corporate Affairs	26-29
How will we deliver our plan?	30-33



Introduction

Over the last few years, we've all had to respond to significant changes in our lives brought about by the Covid-19 pandemic. Some people have lost loved ones, others have lost their livelihoods, and most of us have had our mental and physical health, education, relationships, and way of life impacted in some way.

Back in March 2020, when the first UK lockdown was announced, the impacts of the UK's exit from the EU were beginning to resonate with local businesses. The combination of these two major events led to one of the biggest challenges the Council has ever faced. During the pandemic especially, Councils were pivotal in implementing Government policy at pace and coming up with innovative local solutions to protect the health, wellbeing and livelihoods of local people and businesses. In South Tyneside, we set up brand new services, re-prioritised, re-focused our services and worked around the clock to meet new and changing demands, whilst continuing to provide many essential and statutory services within a context of significant uncertainty and workforce pressures.

South Tyneside is a unique place, set apart by our rich heritage and stunning coastline. Although marked by legacies of industrial decline and national disinvestment, the resilience, pride and solidarity of our residents make South Tyneside special.

Communities, businesses and authorities rallied together during the pandemic in many ways demonstrating the 'best of South Tyneside' in terms of community spirit and resilience. Despite this, the last two years have undoubtedly left their mark, exacerbating existing social and economic inequalities throughout the borough. South Tyneside includes areas of high deprivation, and as a North East coastal area, there is a strong legacy of intergenerational skills and health challenges within some of our communities. The pandemic has shone a light on these vulnerabilities and has underscored the importance of addressing the systemic, root-causes of issues to truly help strengthen the resilience and independence of our communities for the future.

As we transition in to a 'new normal' with a view to living with covid, we are at a defining moment in terms of our future planning.

We are committed to are working with local people and businesses, employees, and key partner organisations to build an underpinning evidence base of data, intelligence, and insight to shape our top priorities for South Tyneside and inform our future plans. By the end of this year (2022), building on this engagement and insight work, we will have agreed our refreshed 20 Year Vision for South Tyneside and will have a clear plan setting out what we will do to achieve this over the next three years.

At the same time, we are also working on an internal programme of change to modernise and strengthen how the Council makes decisions, manages its resources, and supports its employees and elected members to deliver exceptional services for residents.

The 'Our Council' change programme can be found here:

www.southtyneside.gov.uk/changeprogramme

While we plan for the future, it's important to communicate what the Council is doing right now to improve its services and ultimately, to further enhance the lives of South Tyneside's people.



The '12 Month Delivery Plan' sets out the headline activities and projects that the Council will be working on over the next year (April 2022 – April 2023). These activities and projects are wide ranging and include bringing forward infrastructure and regeneration projects; responding to major changes in Government legislation; delivering improvements or expansions to existing services; implementing brand new services to meet resident need; as well as enabling improvements in how the Council operates. This Plan does not outline in detail the huge range of 'business as usual' services that the Council delivers year in and year out – activities like emptying bins, managing roads and footpaths, managing council tenancies, administering financial support, and providing vital social care and support for some of our most vulnerable children, young people, and adults. There are robust management and in-year monitoring arrangements already in place within service areas to oversee these 'business as usual' activities. This 12 Month Delivery Plan is focused on the key projects and activities unique to the next 12 months and includes those which will require additional corporate oversight and monitoring.

The plan is arranged according to the Council's six Directorates: Adult Social Care & Commissioning; Children's Services; Public Health; Regeneration & Environment; Business & Resources; and Governance and Corporate Affairs, and sets out what will be delivered, by when and by who.

The Plan also indicates which of the five 'Community Priorities' each activity or project will contribute towards. The 'Community Priorities' were set out in 2021 by the Leader of the Council to provide a sharper focus on the shorter-term and recovery priorities for the Council in direct response to the pandemic.

The five Community Priorities are:

1. Support our young people in need
2. Support families and older or vulnerable people
3. Create the conditions for economic recovery and investment
4. Support all our town centres, villages, high streets and hospitality
5. Invest in our natural and built environment.

An update report was presented to Borough Council in January setting out progress so far on each of the Community Priorities. (Read more here: <https://publications.southtyneside.gov.uk/reports/community-priorities-delivery-report-2022/>)

Our South Tyneside - Context

Service planning within the Council is guided by a range of key performance indicators, intelligence, and insight. This section provides a headline overview of the key challenges and opportunities facing South Tyneside and is the key information which has shaped our planning, alongside the statutory requirements of the Council.

The following themes, combined with the outcomes of various exercises that have been undertaken over recent months with stakeholder groups and new engagement that is planned over the summer, will underpin the refreshed 20 Year Vision for South Tyneside and three-year Council Strategy (both of which will be published in Autumn 2022).

Where we are now

- **Our Population is growing as more families move to the area, but it is ageing** (adding to demand for public services and creating vacancies in key sectors such as health and social care), with half of our residents in employment outside of the Borough, reflective of the low ratio of local jobs to residents.
- **Our Economy has real specialisms** in advanced manufacturing, the low carbon economy, hospitality, and tourism, but (despite employment levels bouncing back to pre-pandemic levels) our productivity, output, skills, pay, economic activity and employment levels continue to lag behind those of other parts of the country.
- To ensure the Best Start in Life **our children have above national-average attainment** at nursery and primary school level. However, this **changes at GCSE and A-level and performance falls behind**. We also have **high rates of children in need** and a growing demand for children's social care.
- **Our Health and Wellbeing picture is challenging** with higher than UK average rates of residents with health challenges, long-term conditions, obesity, alcohol misuse and/or mental health disorders. There is a clear link between health outcomes and wider social determinants, such as employment and housing.
- **Life expectancy locally is beneath the national average**. We have comparatively lower rates of dementia and hospital admissions for falls, but continuing challenges to independence and wellbeing, with admissions to residential and nursing care nearly double the national average.
- As a coastal community, our environment helps to make South Tyneside special. We produce comparatively less carbon emissions than regional and national comparators and have **good access to green spaces and leading tourism assets** (but a low percentage of overnight stays).
- Our Places have good transport and digital connectivity (although we lag behind on future-proofed broadband) and **perceptions of safe neighbourhoods are above the regional average and homelessness comparatively low**. Yet crime levels have risen and incidences of domestic abuse remain high compared to other parts of the country.
- **Our Deprivation and Inequality is high**, with the borough the 27th most deprived out of all local authorities nationally, particularly for employment, income, health, and digital access. Yet we are one of the least deprived for our living environment (reflecting relatively good quality housing options and better than national average air quality and road safety) with significant recent improvement in this ranking.
- There are real differences across our borough with **disadvantage concentrated in particular parts of South Tyneside and stark inequalities visible between our more deprived and less deprived wards** across income, digital access, skills, occupation, employment and many other indicators.
- **Community insights work undertaken with seldom-heard populations identified four cross-cutting themes;** people need to feel safe and welcome in the communities where they live; existing in a precarious state – whether this is due to poverty, ill-health, disability, ageing, or some other form of vulnerability – undermines the ability to live a healthy, happy life; people of all ages need affordable opportunities to stay physically and mentally active, and to mix with others in similar situations or with shared interests; and having access to appropriate sources of support is vital, particularly where people have multiple, complex needs and struggle to maintain their own health and wellbeing.

Emerging Challenges & Opportunities

- South Tyneside is a **unique coastal community with amazing beaches, coastline and heritage attractions** (from The Word and Jarrow Hall to Arbeia Roman Fort and the Customs House).
- Given our coastal location and natural assets, there is a real **opportunity to transition to Net Zero while improving productivity, prosperity and pride**.
- We are a **prime area for Levelling Up given our structural barriers to growth, and we have a clear Economic Plan** to seize the opportunities from developments such as Equinor's Operations & Maintenance base at the Port of Tyne and the International Advanced Manufacturing Park (where a Gigafactory for Nissan Electric Vehicles is being built).
- **We're building an offshore wind, automotive and energy cluster**. Ground-breaking mine and heat energy projects are already underway in Hebburn and Jarrow and we are designing a renewable energy skills centre of excellence at Holborn, putting us at the centre of the green industrial revolution but infrastructure constraints (skills, transport, land and property) are holding us back.
- The pandemic has taken its toll on our communities (and indeed coastal communities across the country have been impacted more than non-coastal areas) **exacerbating existing health, economic and social challenges** and bringing additional obstacles for sections of the population, including younger and older workers.
- The twin issues of a lack of higher-level skills and high unemployment are real challenges. That's why we are **supporting the relocation of Tyne Coast College to a new campus in South Shields town centre** and looking for more skills powers and devolved funding. This would join up support and help fill vacancies in hospitality, health, care, manufacturing, and green sectors.
- **We have significant regeneration plans to remodel our town centres and high streets**, strengthening our cultural and leisure offer. Projects such as Gypsies Green, Holborn Riverside, Hebburn and the Customs House will boost pride in our local places and drive employment.
- There is a **real opportunity to boost life chances** by building on our leading work on early intervention, such as our plans for Family Hubs and a Care Academy, as well as our status as an Education Investment Area and our work around early help and prevention.



Going forward

The aftermath of the pandemic, EU Exit and the new threats of rising inflation and skills shortages **present multiple challenges for South Tyneside.**

Many of these are also national issues and include:

- Our economy making the transition towards Net Zero
- Our towns adapting to changing shopping and working habits
- The mismatch between labour market supply and demand;
- The need for upskilling and retraining (and to boost aspiration)
- The continued gaps in the health and social care workforce;
- The effect of the pandemic upon mental health and young people's progress
- The continued growth of multiple long-term health conditions
- An ageing population and the challenges around reablement and supporting people to live independently after hospitalisation
- The increasing recognition of the link between wider determinants of health and health outcomes
- The importance of transport and digital connectivity;
- The rising cost of living and prevalence of low pay and entrenched poverty

Many of these issues are interconnected and could put further pressure on services, driving up demand and exacerbating existing structural challenges and inequalities.

Yet they also present potential opportunities to improve outcomes for our residents and businesses. These issues will be addressed by the refreshed Vision and three-year Strategy, to be launched in Autumn 2022.



Adult Social Care & Integrated Commissioning



Adult Social Care:

- The **'Living Better Lives' Adult Social Care Strategy**, which has been co-designed with residents and consulted on over recent months, is scheduled to be formally endorsed in September 2022. The Strategy will set out priorities and plans for Adult Social Care service design and delivery, in line with significant changes to policy outlined in the recent Adult Social Care Reform White Paper.
- Work is also underway to finalise an **Adult Social Care Engagement and Co-Production Strategy**, which will set out how services will engage service users and employees in the design and delivery of services. This work is happening alongside the development of an Adult Social Care workforce strategy, expected by August 2022, which will guide recruitment and retention of social care employees.
- A service-wide **Adult Social Care case review** is currently underway, which will inform a range of improvements, aimed at ensuring all services have the right level of resource to manage risk and demand and deliver the 'Living Better Lives' Strategy.
- Improvements to several Adult Social Care services are also due to be agreed and implemented over the course of the year following in-depth service reviews, including a new **'Let's Talk' Service Model**, new **Safeguarding Model**, new **Occupational Therapy Model**, a **review of the carer support offer**, together with a **revised Housing Adaptions policy** and work to ensure the most effective use of the Disabled Facilities Grant linked with the Adult Social Care reform agenda.
- With regards to residential care provision, a revised **cross-service Accommodation Strategy** is due to be finalised by December 2022. As part of this, the coming year will see the **opening of six new apartments at Hallgarth House** for residents with learning disabilities, the commencement of **building works for similar accommodation at Father James Walsh and Nolan Hall**, and **contractors appointed for the building of new Extra Care Schemes**, including at Hebburn New Town.
- Preparing for the **new Adult Social Care CQC inspection framework**, including a comprehensive self-assessment process, will also be a key area of focus for Adult Social Care over the coming year.



Integrated Commissioning:

- It is expected that the **considerable regional changes associated with the establishment of the new Integrated Care System/ Board** and associated partnership arrangements, will significantly impact on the functions of the Integrated Commissioning Team over the coming year. Although the exact impact is not yet fully understood, it is anticipated that services for Mental Health, Learning Disability and Autism may see considerable changes.
- The Integrated Commissioning Team is also working to respond to recent and emerging guidance relating to Government **'Fair Price for Care' reforms**. As part of this, over the early part of 2022-23, the service is required to undertake a local **'cost of care' exercise** and develop a **provisional market sustainability plan** by the Department of Health & Social Care deadline of September 2022.
- Aside from managing these changes over the coming year, the Integrated Commissioning Team will also continue to manage and review local health and care commissioning arrangements, including **finalising contracts relating to care homes** and overseeing **reviews of key health and care offers**, such as self-directed care, 'Home First' and early intervention.
- Additionally, the service is undertaking an ongoing programme of activity looking at commissioning in relation to 'prevention' and empowering individual to get upstream of potential future challenges and is exploring opportunities to develop capacity within the local community sector.
- All South Tyneside commissioning activities are guided by the **Market Position Statement for South Tyneside and the Commissioning Priorities for 2021-24**, both of which are kept under review to align to the wider regional market position and priorities.

Key Projects and Activities - Adult Social Care & Integrated Commissioning

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
New Hallgarth House Learning Disabilities Apartments Open	Nikki Carter	May 2022	2, 5
Adult Social Care Engagement Strategy	Peter Hunter	May 2022	2
Mental Health Plan (TBC by ICS/ICB Delivery Model)	Gary Jones/Jim Gordon/ Lisa Dodds	April/June 2022 and Ongoing	1, 2
Learning Disability Plan (TBC by ICS/ICB delivery Model)	Gary Jones/Jim Gordon/ Lisa Dodds	April/June 2022 and Ongoing	1, 2
SEND Strategy & Commissioning Offer Development	Gary Jones / Helen Hutchinson	April 2022 and Ongoing	1, 2
ASC Inspection Framework Self-Assessment	Peter Hunter	June 2022	2
Review of Self-Directed Care Offer	Gary Jones/Hazel Cuthbertson/Helen Hutchinson	June 2022	2
New Let's Talk Service Model	Craig Danks	July 2022	2
New Safeguarding Model	Jeanette Penman	July 2022	2
Tender exercise for Extra Care Schemes awarded	Nikki Carter	July 2022	2, 5
ASC Workforce Strategy	Peter Hunter	August 2022	2
New Occupational Therapy Model	Nikki Carter	August 2022	2
Adult Social Care Review	Peter Hunter	August 2022	2
Revised 'Living Better Lives' Adult Social Care Strategy	Peter Hunter	Sept 2022	2
Review of Carer Support Offer	Gary Jones	Sept 2022	2
Haven Court Contract Review	Gary Jones/Rebecca Eadie	August/Sept 2022	2
Fair Price for Care Commercial Costing Exercise & Market Sustainability Plan	Gary Jones/Rebecca Eadie	October 2022	2
Older People's & Complex Care Home Contracts (Heads of Terms/Memorandums of Understanding)	Gary Jones/Rebecca Eadie	October 2022 to February 2023	2
Community Support Advocacy Model Development	Gary Jones/Michael Campbell	October 2022	2
Continuing Health Care Approach Development	Gary Jones / Helen Hutchinson	October 2022	2
Father James Walsh/Nolan Hall Building Commencement	Nikki Carter	Oct 2022	2, 5
Revised Accommodation Strategy	Nikki Carter	Dec 2022	2, 5
Revised Housing Adaptions Policy	Craig Danks	Dec 2022	2, 5
Integrated Commissioning Service Review (responding to impending regional commissioning structural changes)	Gary Jones/NHS Partners	Feb 2023	2
Review of Use of Disabled Facilities Grant Resources and Processes Linked to ASC Reform	Craig Danks	Mar 2023	2
Market Position Statement	Gary Jones	Ongoing	2
Brokerage Offer Review & Development	Gary Jones / Michelle Sandberg	Ongoing	2
Preventative & Early Help Commissioning Approach Development (Falls / Community Development / information & Advice)	Gary Jones/Hazel Cuthbertson	Ongoing	2

Children's Services



- The Children's Services Directorate provides a unifying direction for work with children and families, and teams are working together to **develop a Children and Families Vision and Strategy** for the coming 12 months. The Children and Families Vision and Strategy will provide a framework of principles for practice which will be consistent across all Children's Services, with a shared approach and language, which parents and carers have told us is important to them in navigating services.
- Children's Services are a key focus for the Government's Levelling Up agenda and an increasing focus on supporting families is expected, as well as a significant range of new national policy and legislation over the next 3-5 years.
- The Education White Paper (April 22) and SEND Green Paper (April 22) will **re-shape the education landscape** over the coming five years, and Children's Services will take a lead role in implementing guidance locally.
- Work is planned to **engage with schools in relation to proposals for further academisation and multi-academy trusts**, particularly given the context of South Tyneside being one of 55 School Improvement Areas.
- The Education White Paper will have a significant impact on the role of Local Authorities in relation to the provision of education, and whilst this will emerge over the next 3-5 years, we will begin to shape and plan our services this year.
- Work will also be undertaken to review school places, including **finalising proposals for forecasted number of additional school places** in line with wider Council work on the Local Plan.
- An **Inclusion Charter** will be launched to build the values and practice to further support a diverse and inclusive education offer.

- Work is also planned to formalise collaborative work with schools, partners and employers around skills and economic inclusion, including via the establishment of a **Schools Skills Strategy**.
- With regards to services supporting people with Special Educational Needs and Disabilities (SEND), key priorities for the coming year include looking at **sufficiency of SEND provision in all local schools**. This will be aligned to the direction set out by the SEND Green Paper.
- The service will continue to contribute insight and feedback to shape relevant Government policy. **The Independent Review of Children's Social Care (IRCSC)** is due for publication in May 2022 and will make recommendations for change to Children and Families Social Care. The service will produce a response to the Review to inform the expected Green and White Papers, although final timescales are to be confirmed. The **Select Committee on the Children's Act 2014** is also seeking written submissions, and their resulting recommendations will come together into legislative change for children's services alongside changes following the IRCSC.
- South Tyneside is a **Sector Led Improvement Partner (SLIP)** and will continue in this role during 2022/23. As well as the benefits offered to the Children's Social Care Team in developing their improvement skills, being a SLIP has enabled the Council to develop good relationships with the Department for Education, and access to national forums.
- Another focus for the service is a programme of work to **develop the offer of placement and accommodation for children in care and care leavers**, which will see the design and build of an assessment unit and two new residential homes by April 2023, with a temporary children's home planned to be opened from June 2022 while this work is underway.
- Work is underway to refresh the **Education Training and Employment** offer for Care Leavers, looking at a range of employment and work experience options.
- Work is also planned over the coming 18 months to **review and refresh the Children's Service's workforce strategy**, with proposals around workforce retention to be developed by April 2023.
- Analysis work will also take place with partners to **increase understanding of growing demand for services**, with thematic audits and detailed work around individual case circumstances now underway and a package of intervention proposals under development.
- The Government is re-shaping focus on support for families and Early Help, with Family Hubs a core model of practice. In line with this, the service is reviewing the current local **Early Help Delivery Model**, with a **service restructure** planned in Autumn 2022 to release resources for change. As part of this, an Early Help **Network Consortium Partnership** is being established to inform and shape the future delivery of Early Help. Plans are also being development for re-shaping the **Early Help and Family Hubs offer** working closely with partners from across South Tyneside.
- Work is also ongoing around a range of funding opportunities which are on the horizon though the Levelling Up agenda, Youth Investment Fund, and the Department for Education. The service will continue to **bid for funding to support our ambitions for children and families services**.



Key Projects and Activities – Children's Services

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Finalise Vision and Strategy for Children and Families Services	Shona Gallagher	April - June 2022	1, 2
Finalise 12-month operational delivery and improvement plans for Children and Families Social Care, Education, SEND and Early Help.	Lucy Cook / Beverley Scanlon	April - June 2022	1,2
Roll-Out Family Hubs	Beverley Scanlon / Paula Philipps	April 2022	1, 2
Launch Early Help Network Consortium Partnership	Beverley Scanlon	April 2022	1
Review of High Needs Spend & Allocation	Beverley Scanlon	April 2022 - March 2023	1, 2
Written Submission to the Select Committee on the Children's Act 2014	Lucy Cook	April 2022	1,2
Engagement with Parents and Carers, Schools, Governing Bodies & re: Green and White Paper	Beverley Scanlon	May -December 2022	1
Options and Impact Appraisal for Multi-Academy Trusts (for consultation purposes)	Beverley Scanlon	June 2022	1
Open Temporary Children's Residential Home	Lucy Cook	June 2022	1
Consultation and response to the Independent Review of Children's Social Care	Lucy Cook	June - July 2022	1,2
Response to the SEND Green Paper	Beverley Scanlon	July 2022	1
Launch Education Inclusion Charter	Beverley Scanlon	September 2022	1
Develop a skills strategy for schools	Beverley Scanlon	September 2022	1,3
Consultation and engagement strategy for Education reform (White Paper)	Beverley Scanlon	December 2022	1
Consultation and Engagement Strategy for SEND Green Paper	Beverley Scanlon	December 2022	1
Review and agree 3-5 Year Plan for School places	Beverley Scanlon	December 2022	1, 5
Launch of refreshed Early Help Strategy for Children and Families	Beverley Scanlon	January 2023	1, 2
Develop Plans for Family Hubs and a refresh of Early Help Offer	Beverley Scanlon	January 2023	1, 2
Strategy and plan for re-shaping the Council's Education roles as firm guidance from the White Paper emerges	Beverley Scanlon	March 2023	1
Children's Services Workforce Retention Proposals	Lucy Cook	April 2023	1, 2
Open new Children's Services Assessment Unit and New Residential Homes	Lucy Cook	April 2023	1, 2
Maintain Sector Led Improvement Partner status through ongoing bid and delivery work	Lucy Cook	Ongoing (April 2022 - March 2023)	1,2

Public Health

- The **launch and implementation of the refreshed Health and Wellbeing Strategy** is one of the main focuses for the Public Health Team over the coming year, as the service aligns its activity, delivery, policy, planning, commissioning, and system leadership to the strategy, which has been informed by a comprehensive consultation process taking place over the last year.
- In line with national guidance, the service is in the process of reducing involvement in Covid-19 response work and returning to 'business-as-usual' and to several projects and reviews that were put on hold during the pandemic. As part of this, the service is looking to finalise and implement a local '**Living with Covid Plan**' in early 2022/23.
- Other key Public Health projects planned for the coming year include the development of a **Domestic Abuse strategic action plan**, a **review of the Substance Misuse Service**, the **refresh of the Pharmaceutical Needs Assessment**, the **development of the Local Plan Health Impact Assessment** and a **revised Family Hubs Model**.
- The service has also achieved Cabinet agreement for new 'Section 75' partnership arrangements to deliver 0-19 health services, including the establishment of a Healthy Child Board.
- The service is additionally working on a multi-stage **Health Determinants Research Collaboration bid**, seeking to secure funding for research infrastructure that will help the local authority becoming more research-active and better able to use evidence to inform decision-making and service design.

Key Projects and Activities – Public Health

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Local 'Living with Covid' Plan	Tom Hall	April 2022	1, 2, 3, 4
Implementation of Section 75 Partnership Arrangements overseeing delivery of public health services for ages 0-19	Paula Phillips	April 2022	1, 2,
Domestic Abuse Strategic Action Plan	Paula Phillips	April 2022	1, 2
Health Determinants Research Collaboration Stage 2 Bid Submission	Anna Christie	April 2022	1, 2
Substance Misuse Service Review	Paula Phillips	April/May 2022	2
Launch of refreshed Health and Wellbeing Strategy	Anna Christie	May 2022	1, 2, 3
Director of Public Health Report 2022	Tom Hall	May 2022	1, 2
Refreshed Pharmaceutical Needs Assessment	Anna Christie	May 2022	1, 2
Local Plan Health Impact Assessment	Anna Christie	June/July 2022	1, 2, 3, 4, 5
Review of Early Help Delivery & Family Hubs Model	Paula Phillips, working with Children's Service	April 2022	1, 2
Public Health Sub-Strategy Review	Tom Hall	September 2022	1, 2

Regeneration & Environment

Significant projects being delivered in 2022/23 include the Borough's Local Plan which sets out planning policies and proposals for new development, town centre regeneration, large infrastructure schemes such as the International Advanced Manufacturing Park, delivery of new renewable energy schemes and work to re-design the area management delivery model.

Regeneration:

Key projects for the Regeneration Service include a range of initiatives across South Shields Town Centre, the Riverside and Foreshore, and in Hebburn and Jarrow.

- South Shields town centre regeneration works are focused on the **proposed relocation of Tyne Coast College's South Tyneside campus** into South Shields Town Centre, re-developing sites at Barrington Street and the former Central Library.
- Future High Street Funding **Phase 1 demolitions in the town centre** will commence in May 2022. A public consultation and engagement exercise on the future of South Shields Town Centre, under the banner 'Our South Tyneside Conversation' is planned in Summer 2022.
- At South Shields Riverside, **civil engineering enabling works are underway** providing sites for new homes and future development of the Holborn Enterprise Zone, **Phase 2 and 3 residential planning application submissions are planned for July 2022**, and it is expected that the **first residents will move into 'Phase 1' by February 2023**.
- Meanwhile, options for redevelopment of the Mill Dam and Ferry landing sites are due to be developed over the course of the year, and the Council will continue to work with the Custom's House to support future funding bids.

- For South Shields Foreshore, a foreshore Promenade Masterplan covering plans for the Gypsy's Green and surrounding Southern Foreshore area, is scheduled to be developed over the summer.
- **A review of Hebburn town centre, the work programme and delivery model are underway**, including options for older person's housing, extra care facilities and enhanced green spaces, with an **agreed investment and management plan and priorities** finalised for July 2022.
- For Jarrow, **a new investment and management plan and set of priorities** is under development and expected by July 2022.

Asset Management:

- Within **Asset Management, an Asset Strategy for Land and Buildings** is under development and scheduled for finalisation by Summer 2022. Projects associated with this Strategy include the **Modern Workplace Programme, modernisation of the Middlefields site, completion of the Asset Transfer Programme**, developing options for the future of Temple Park, as well as work to support other core services. Crematorium modernisation works are also scheduled to be completed by September 2022.
- Alongside this, the Asset Management service is also in the process of further enhancing **new project and programme management arrangements across Regeneration & Environment** to strengthen governance across major capital schemes.
- Following an extensive review of area management performance (including Council, South Tyneside and contractor-provided services such as grass cutting, tree maintenance, litter picking, street cleaning, etc), **plans are underway to pilot an enhanced area management approach** for a 4–6-month period in the South Shields town centre and foreshore area with a view to rolling out changes

more widely if adjustments are well-received and provide value for money. As part of this pilot, work will be done to coordinate communications and align activity between the teams providing different elements of the service.

- A new **contract for Green Space management** is also expected to be finalised by December 2022. The team are also continuing to support volunteering, and to **refine the Parks and Open Spaces Volunteer Handbook** and other volunteering arrangements across the borough on an ongoing basis.
- The Asset Management team are continuing with the delivery of several pioneering renewable **Energy Schemes** over the course of the year, with completion of **Phase 1 of the Holborn Energy Scheme** anticipated in June 2022, confirmation of funding for Holborn Phase 2 anticipated in September 2022, and **completion of the Viking Energy Network in Jarrow** scheduled for March 2023. Work will also take place on the Hebburn Minewater Scheme, which is scheduled to be completed later in 2023, and work is ongoing around seeking funding for new energy firms and the enhancing of existing schemes.

Economic Growth:

- Within Economic Growth, several projects are planned over 2022/23 to support more people into employment, including work via the 'South Tyneside Works' Employment & Skills service to develop a **support package for the newly unemployed**; work to **improve digital skills for older people** affected by digital exclusion, and work to **support residents into growth sectors**, including customer services, health and social care, and warehousing and logistics.
- The service is also undertaking a programme of work with schools to empower young people by boosting skills and providing careers guidance and pre-employment pathways, including via the **Dogger Bank Community Fund** around STEM provision in primary and secondary schools, with the creation of new **pre-employment schemes aimed at reducing youth unemployment**, and by transforming job-finding **support and triage services through the Youth Next Steps Hub**.
- The team also continue to play a key role in developing or contributing to work associated with **bids for competitive funding that could unlock significant economic growth for South Tyneside**. This includes **work on the future of South Tyneside College** and working with the College to build on local strengths and opportunities associated with

low carbon, advanced manufacturing, and digital training, as well as developing options for future funding opportunities, such as for Levelling Up Round 2 and the UK Shared Prosperity Fund.

- Work is also ongoing over 2022/23 to further progress the development of the **International Advanced Manufacturing Park (IAMP)** as a key UK location for advanced manufacturing and electrification and as major employment site supporting c7000 jobs. Plans associated with the IAMP for 2022/23 include work starting onsite at the Envision #1 site, the development of the IAMP Pathways to Employment Plan, the approval of Northern Employment Area planning application and delivery plan, securing funding for power and infrastructure plans, and approval of planning application for the Envision #2 site.

Environment:

- There are several big projects planned across the Environment Service for 2023/23, including an ongoing **review of area management delivery** (with development of a standards and performance management model and a pilot of an enhanced delivery approach in the South Shields area); **work associated with the Sustainable South Tyneside strategy**, responding to the implications of the **Environment Act 2021** and developing an annual report against targets; work to **develop a new Business and Neighbourhood Support Team**; and work on a comprehensive **Waste Strategy**.
- Beyond this, several services will be responding to changes in legislation and national guidance, including the Trading Standards Team responding to the Tenant Fees Act, the Licensing Team introducing a Tax Conditionality System, and the Building Control team undertaking training to adapt to the requirements of the Building Safety Bill.
- As well as continuing to deliver critical 'business as usual' services, various teams across the Environment Service will be working to progress various enhancements to their offer, including the Community Protection Team running a number of safety campaigns and events (including preparing for the first South Tyneside Pride Event in 2023), the Environmental Sustainability service **developing a Food Action Plan**, **updated Flood and Coastal Risk Management Strategy** and new **Tree and Woodland Policy**, and Environmental Health producing a **refreshed Air Quality Strategy**.

Infrastructure and Transport:

- The development of an **Electric Vehicle Charging Strategy** in line with regional plans and the finalisation of a regional **Bus Service Improvement Plan (BSIP) and Enhanced Bus Partnership bid** by the 30th of June will help shape bus services going forward. Bus services across the region will become more efficient, reliable and affordable, and there will be substantial investment in both revenue and capital funding to do this. The BSIP and the EV charging strategy are a key focus for the Infrastructure and Transport Service over 2022/23. Both workstreams are a key factor in our aims to support sustainable transport and work towards delivering against our climate change agenda.
- Other major works scheduled for delivery this year include two **Transforming Cities projects**, these are the **“Healthier Metros”** initiative and the **“Intelligent Transport Solutions (ITS)”** improvements. Healthier Metros focuses on improvements to public realm, accessibility and safety to 4 metro stations and the ITS works are upgrades to traffic signalised junction across all of South Tyneside.
- The delivery of the **Coast Road Realignment** is critical to ensure the public remain safe and to sustain a key strategic highway link along the coastline. The delivery of the **Monkton Terrace footbridge** replacement programme is also an important project for the team – this will ensure that key pedestrian links are maintained for access to local schools and local amenities.
- Other key strategic projects include work on the development of a new **Local Transport Plan for South Tyneside** to complement the Regional Transport Plan, it will identify the highways infrastructure improvements needed across the borough and will compliment work on a new **Road Safety Strategy** in late autumn. Finally, it will be necessary to undertake a review of the **Annual Winter Maintenance Service** in the summer to continue to satisfy the Councils Statutory Duty for gritting of the highway.



Planning and Housing:

- The **development of and consultation on the Local Plan** is a key focus for the Planning and Housing Service in 2022/23, with a ‘Regulation 18’ draft Local Plan (alongside a Statement of Public Involvement and adoption of a Local Development Scheme) scheduled for release in June 2022, ahead of public consultation from July 2022, with a view to a ‘Regulation 19’ final draft being consulted on in December 2022 before it is submitted to the planning inspectorate for examination.
- Other Local Plan associated pieces of work include the development of a **Housing Delivery Plan** by October 2022, an **Infrastructure Statement** by December 2022, a **review of all Supplementary Planning Documents** in December 2022, and an **update to the Brownfield Register** also in December 2022, as well as work on a **Local Nature Recovery Strategy**, when guidance becomes available in March 2023.
- In addition, the Housing Strategy team are undertaking a **review of the Housing Strategy service**, and are developing a **Fuel Poverty Strategy, Allocation Strategy**, and a **Rough Sleeping Strategy**, as well as undertaking work on homelessness prevention.
- Work will also be commencing this year to **review working arrangements with South Tyneside Homes** including in response to emerging legislation associated with **proposals in the Social Housing White Paper**.
- A key priority for the Service will be to **increase housing delivery** in the borough, which will require a collaborative approach with partners and the development industry.

Key Projects and Activities – Regeneration & Environment

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Tax Conditionality System	Stuart Wright / Laurence Waldock	April 2022	3, 4
Mill Dam Investment Options	Paul Archibald	June 2023	3, 4, 5
South Shields Town Centre Consultation	Paul Archibald / Hayley Johnson	May 2022	3, 4, 5
Area Management Delivery Model Review and New Model Pilot Launch	Stuart Wright / Andy Whittaker / Phil Dixon	May 2022	4, 5
Commence South Shields Future High Street Fund Demolitions	Paul Archibald	May 2022	3, 4, 5
Tenant Fees Act Policy	Stuart Wright / Judith Shewan	June 2022	3, 4, 5
Holborn Energy Scheme Phase 1 Completion	Phil Dixon	June 2022	5
Electric Vehicle Charging Strategy	Paul Fleming / Trevor Male	June 2022	3, 4, 5
Local Plan Regulation 18 Consultation	Louise Sloan	June 2022	3, 4, 5
New Highways Management System (Alloy)	Paul Fleming / Ian Pattison	June 2022	All (Enabling)
Statement of Community Involvement	Louise Sloan	June 2022	3, 4, 5
Local Development Scheme	Louise Sloan	June 2022	3, 4, 5
Asset Strategy – Land and Buildings	Phil Dixon	July 2022	3, 4, 5
Sustainable South Tyneside Progress Update 2022	Stuart Wright / Laura Turvey	July 2022	1, 2, 3, 4, 5
Hebburn Town Centre Investment / Management Plan & Priorities	Andy Whittaker	July 2022	3, 4, 5
Jarrow Town Centre Investment / Management Plan & Priorities	Andy Whittaker	July 2022	3, 4, 5
Food Action Plan	Stuart Wright / Laura Turvey / Tom Hall	July 2022	1, 2, 3, 4, 5
Bus Service Improvements Plan & Enhanced Bus Partnership	Paul Fleming / Trevor Male	July 2022	3, 4, 5
Holborn Phase 2 & 3 Planning Application Submission	Paul Archibald	July 2022	3, 4, 5
Fuel Poverty Strategy	Anna Milner	July 2022	1, 2
Rent Grace Period Policy	Anna Milner	July 2022	1, 2
Foreshore South Promenade Masterplan	Paul Archibald	August 2022	3, 4, 5
Stanhope Road Flood Resilience Scheme	Stuart Wright / Laura Turvey	August 2022	5
Crematorium Modernisation	Phil Dixon	September 2022	5
Tenancy Strategy	Anna Milner	September 2022	1, 2, 3, 4, 5
Air Quality Strategy	Stuart Wright	September 2022	1, 2, 3, 4, 5
College Relocation Development Agreement (Subject to Funding)	Paul Archibald	October 2022	1, 3, 4, 5
Housing Delivery Plan	Louise Sloan	October 2022	4, 5
Middlefields Facilities Modernisation (Cafes, Lockers, Drying Facilities)	Phil Dixon	October 2022	5
Homelessness Strategy	Anna Milner	October 2022	1, 2, 4

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Rough Sleeper Strategy	Anna Milner	October 2022	1, 2, 4
South Tyneside Homes Service Review	Louise Sloan / Anna Milner	November 2022	5
New College Campus & Student Accommodation Planning Application (Subject to Grant Funding)	Paul Archibald	November 2022	3, 4, 5
Local Plan Reg 19 Consultation	Louise Sloan	December 2022	3, 4, 5
Waste Strategy	Stuart Wright / John Tindle	December 2022	5
South Shields Business Forum Established	Andy Whittaker	December 2022	3, 4,
Asset Transfer Programme Completion	Phil Dixon	December 2022	1, 2, 3, 4, 5
Green Spaces Contract Appointment	Phil Dixon	December 2022	5
Development Management modernisation programme	Louise Sloan / Peter Cunningham	December 2022	All (Enabling)
Modern Workplace Programme (Workspaces) – Tender Completion	Phil Dixon	January 2023	5
Holborn Civil Engineering Completion / Resident Development Handover	Paul Archibald	January 2023	3, 4, 5
Rollout of new Business and Neighbourhood Support Team	Stuart Wright / James Maughan	January 2023	2, 4
Holborn Phase 1 First Residents Move In	Paul Archibald	February 2023	3, 4, 5
Tree and Woodland Policy	Stuart Wright / Laura Turvey	February 2023	5
South Tyneside Homes Delivery Plan	Anna Milner	March 2023	4, 5
South Tyneside Works Newly Unemployed Support Package	John Scott / Sarah James	March 2023	1, 2, 3
Review of Housing Strategy	Anna Milner	March 2023	2, 4, 5
Coastal Road Realignment Completion	Paul Fleming	March 2023	3, 4, 5
Transforming Cities Intelligent Transport Solutions Completion	Paul Fleming	March 2023	3, 5
Viking Energy Network Jarrow	Phil Dixon	March 2023	5
Dogger Bank Community Fund STEM Schools Programme	John Scott / Sarah James	March 2023	1, 3
Enhanced Youth Careers Offer (including via Your Next Steps Hub and pre-employment schemes)	John Scott / Sarah James	March 2023	1, 3
Local Nature Recovery Strategy and Supplement Planning Document	Louise Sloan / Laura Turvey	March 2023	5
Local Plan Submission	Louise Sloan	March 2023	3, 4, 5
Housing Allocations Policy	Anna Milner	March 2023	1, 2, 5
Digital Skills Inclusion Project	John Scott / Sarah James	April 2023	2, 3
Updated Flood and Coastal Risk Management Strategy	Stuart Wright / Laura Turvey	April 2023	5
Monkton Terrace Footbridge Completion	Paul Fleming	April 2023	5
International Advanced Manufacturing Park Development Progress	John Scott / Sara Dunlop	Ongoing	3, 4, 5
College/Local Training Offer Matched to Local Economic Needs	John Scott	Ongoing	3, 4, 5

Business & Resources

The Business & Resources Directorate is made up of a range of high profile, front facing services such as Leisure, Revenues, Benefits and Customer Services, as well as business-critical back-office services, which enable the Council to function and deliver for its residents.

Notable projects across the Business and Resources Directorate over 2022/23 include:

Culture & Leisure:

- The development and submission of an application to Arts Council England around South Tyneside's libraries and cultural offer being awarded **National Portfolio Organisation status** has been a key focus for the Culture & Leisure service over recent years and following submission in March 2022, a final decision is expected in October 2022.
- Following the launch of the new **five year 'Making Waves' Cultural Strategy**, the **Delivery Plan** is on track to be agreed by June 2022, guiding cultural activity over the coming years.
- With regards to Leisure, the service has introduced a new app and self-service system to make it easier for people to book, pay for and manage leisure class and activity bookings, and the service is developing marketing incentives aimed at retaining members and attracting new ones.
- **Monkton Stadium refurbishments** are also expected to be completed in March 2023, and a new **'Active Libraries' campaign** is planned to use libraries to promote resident engagement with leisure and physical activity.



Finance:

- As in previous years, the development, agreement, and publication of the **Medium-Term Financial Plan (for 2023-28)**, alongside the publication of the **2021/22 audited Statement of Accounts**, will be key priorities for the Finance Service over the next 12 months.
- In addition, the service is undertaking a **review of the budget consultation process**; a scoping exercise is planned to understand needs for a refreshed **financial planning framework**; work is planned on the development and implementation of a financial competency framework; and the service will undertake any actions as a result of **an arranged Chartered Institute of Public Finance and Accountability (CIPFA) review**; as well as, work to **prepare for adult social care charging reforms** due in October 2023.
- The service will also play a key role in the **Newcastle International Airport refinancing** process, which is expected to strengthen the financial position of the airport for the coming years and unlock future financial benefits for Local Authority shareholders, including South Tyneside.

Internal Audit and Insurance:

- As well as recurring annual activity, including the development and **delivery of annual internal audit plans** for the Council and South Tyneside Homes and contributing to **the Annual Governance Statement (through the Internal Audit Annual Report)**, developing the skills and competency on the Audit Committee, and renewal and retendering insurance provision, the team will be bringing forward a number of updated strategies over 2022/23, including a **new Risk Management Strategy and Framework** and **updated Counter Fraud Strategy**.
- Additionally, the work of the team will be supported with several system improvements, including the **Audit Digital Solution Project** which will replace existing audit management software, as well as supporting Highways to implement a **new Highways Management System**.

Human Resources:

- Key focuses for 2022/23 for the Human Resources team include undertaking a major exercise to **refresh the Council's Values and Behaviours framework**, alongside the **refresh of the Organisational Development Strategy**, including a **comprehensive Employee and Elected Member Training and Development Programme**, and the development of an **Equality, Diversity and Inclusion Strategy** and **Apprenticeship Strategy**.
- The team will also progress several transformation activities, including implementing a **new Electronic Records Management System**, and undertaking **initial discovery work in relation to the adoption of a new HR and Payroll system**, as well as developing new policies and guidelines as part of the **Modern Workplace Programme**.
- The team will also undertake a **review of the Occupational Health offer** including the commissioning of a physiotherapy service.

Pensions:

- Key regular annual activities for the Pension service include working towards the finalisation and **publication of 2021/22 financial accounts** with a clean audit opinion by December 2022, developing a **Treasury Management Strategy** for 2023/24 by March 2023 and agreeing a **Service Plan** in February of each year.
- 2022 will see the Pensions service undertake its **3-yearly valuation** (an updated appraisal of assets and liabilities), and a **review of the Investment Strategy**. These exercises will in turn shape reviews and updates during the year of a number of key policies and strategies, including the **Funding Strategy Statement, Investment Strategy Statement, and Responsible Investment Policy**.
- The Tyne and Wear Pensions Fund **Climate Change Policy** will also be reviewed and updated, to include carbon footprint and climate-related financial disclosures reporting.
- The service will also work over the year to **adjust member records as part of a response to recent legislation aimed at removing age discrimination** associated within public sector pensions.
- In relation to the Border to Coast, the Fund's Investment Pooling partner, the service is looking to take key **decisions, expected late 2022/23, on whether to invest in property, regional equities, and emerging market equities**, which will shape future asset management activities.

Procurement:

- The Procurement Service is currently **responding to the Transforming Public Procurement Green Paper**, by undertaking training and embedding a range of new processes. The Service is also amid a **review of Constitution Procurement Procedure Rules** and in the process of aligning Council procurement processes to the **Fair Tax Charter**.
- Alongside ongoing work overseeing service contracts and managing **category plans**, other notable procurement projects this year include a **procurement card scrutiny exercise**, work around payment process efficiencies and **maximising external supplier take-up of e-invoicing**, work on a **Local Spend Action Plan** and work locally and regionally on maximising **Social Value** in contracts.



Revenues, Benefits & Customer Services:

- Key projects for the Revenues, Benefits & Customer Services include work to implement packages of support announced by Government to alleviate rising living costs, including **distribution of the £150 Council Tax energy rebate scheme** and payment of **£100 hardship payments** to working age Council Tax Support customers. In addition, the service will be **administrating the Covid-19 Additional Relief Fund for Business Rates payers**.
- The service is also planning a **review of kiosks in customer services areas and a review of customer services opening hours**.
- With regards to system improvements, the service is **implementing voicescape technology into its processes to assist with Council Tax recovery**.
- The service is also working on improvements such as: a **new online application supporting customers to change their Council Tax address; a new system for handling all sundry debts**; making changes to the current telephone system aimed at supporting business continuity; and exploratory work around improving customer contact processes and the customer relationship management system.

Digital & ICT:

- As well as enabling several digital and system improvement projects across a range of services (many referenced elsewhere in this Plan), which will be brought together in a **Digital & ICT Work Programme for 2022/23** and delivered through a **new Project Delivery Framework**, the service will also develop and implement a number of system-wide improvements.
- These include agreeing a **plan for a new Council-wide Disaster Recovery Solution**, developing a **plan to update or retire internally developed legacy systems, upgrading and migrating Council Websites, migrating the workforce to Microsoft Exchange Online** (part of the Modern Workplace Programme), finalising **procurement of a new Wide Area Network (WAN) partner to help facilitate full fibre rollout** across the Borough, and developing additional capacity within the Service.
- Other long-term digital and ICT projects that are already in delivery include **ongoing cyber security enhancements, process redesign, developing the approach to the introduction of IT Service Management**, and the **Corporate Network refresh**.

'Other' Business & Resources key projects:

- Work is also underway to **respond to the Government's 'Homes for Ukrainians' scheme** and to ensure the Council is providing the right support to guests settling in South Tyneside.
- The cross-service Modern Slavery Coordination Group is in the process of developing a **refreshed Modern Slavery Strategy** to guide activity to mitigate risks of slavery and support potential victims (including across social care, procurement, regulatory services and elsewhere).

Key Projects and Activities – Business & Resources

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Pensions Fund 3-Yearly Valuation	Ian Bainbridge	March 2023	All (Enabling)
Our local response to the national 'Homes for Ukrainians' Scheme	Stuart Reid	April 2023 and ongoing	1, 2
Council Tax Support Customer Hardship Payment Distribution	Jillian O'Connor	April 2022	All (Enabling)
D&ICT Work Programme for 2022/23	Caroline Harper / John Melvin	April 2022	All (Enabling)
Leisure Self-Service Booking App & System Launched	David Brooks	April 2022	1, 2
Council Tax Recovery Voicescape Process Implementation	Jillian O'Connor	May 2022	All (Enabling)
Implement New Sundry Debts System	Jillian O'Connor	May 2022	All (Enabling)
Revised Constitution Procurement Procedure Rules (including Delegated Decision Processes)	Peter Lawton	May 2022	All (Enabling)
Cultural Strategy Delivery Plan	David Brooks	June 2022	1, 2, 3
D&ICT Project Delivery Framework Implementation	Jon Melvin	June 2022	All (Enabling)
D&ICT Disaster Recovery Solution (Agree Plan / Funding)	Dave Slater	June 2022	All (Enabling)
Modern Slavery Strategy Refresh	Stuart Reid	July 2022	
Apprenticeship Strategy	Julie Young	July 2022	All (Enabling)
Modern Workplace Programme (Hybrid Working Policy & Display Screen Equipment Risk Assessment)	Julie Young / Stephen Bell	July 2022	All (Enabling)
D&ICT Legacy System Upgrade Plan	Scott Lawson	July 2022	All (Enabling)
Procurement Card Review	Peter Lawton	July 2022	All (Enabling)
Complete Internal Audit 2021/22 Plans (Council, Homes, T&W Pensions Fund)	Ian Pattison	July 2022	All (Enabling)
Annual Governance Statement (including Internal Audit Report)	Teresa Race / Ian Pattison	July 2022	All (Enabling)
New Risk Management Strategy & Framework	Ian Pattison	July 2022	All (Enabling)
Budget Consultation Process Review	Teresa Race	August 2022	All (Enabling)
Council Website Upgrade/Migration	Scott Lawson	September 2022	All (Enabling)
Council Tax Customer Energy Rebate Distribution	Jillian O'Connor	September 2022	All (Enabling)
Customer Services Kiosks & Opening Hours Review	Jillian O'Connor	September 2022	All (Enabling)
Business Rates Covid-19 Additional Relief Fund Administration	Dawn Dennison	September 2022	All (Enabling)
Arts Council National Portfolio Organisation Application Decision	David Brooks	October 2022	3, 4
Microsoft Exchange Online Migration (Modern Workplace Programme)	Dave Slater	October 2022	All (Enabling)
Active Libraries Campaign	David Brooks	November 2022	1, 2
Statement of Accounts 2021/22	Teresa Race	November 2022	All (Enabling)
Wide Area Network (WAN) Partner Procurement Exercise	Caroline Harper	November 2022	All (Enabling)
Newcastle Airport Refinancing	Stuart Reid	December 2022	All (Enabling)
CIPFA Financial Review & Actions	Stuart Reid	December 2022	All (Enabling)

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Financial Competency Framework	Alan Foster	December 2022	All (Enabling)
Review and Revision of Tyne and Wear Pensions Fund Policies	Iain Bainbridge	December 2022	All (Enabling)
Pensions Audited Report and Accounts	Iain Bainbridge	December 2022	All (Enabling)
Revised Counter Fraud Strategy & Fraud Response Plan	Ian Pattison	December 2022	All (Enabling)
Elected Members Training and Development Programme	Graham Fells	December 2022	All (Enabling)
Occupational Health Review	Stephen Bell	December 2022	All (Enabling)
Medium Term Financial Plan 2023-28	Stuart Reid	February 2023	All (Enabling)
Monkton Stadium Refurb Completion	David Brooks	March 2023	5
Values & Behaviours Framework Refresh (Phase 1)	Graham Fells	March 2023	All (Enabling)
Organisational Development Strategy Refresh	Julie Young	March 2023	All (Enabling)
Equality, Diversity, and Inclusion Strategy	Graham Fells	March 2023	All (Enabling)
HR Transformation Project (Electronic Records Management System Phase 1)	Chris Manns	March 2023	All (Enabling)
HR Transformation Project (HR & Payroll System – Capital Bid and Discovery Work)	Chris Manns	March 2023	All (Enabling)
Financial System Refresh Scoping Exercise	Teresa Race	March 2023	All (Enabling)
McCloud Pensions Member Record Adjustments	Iain Bainbridge	March 2023	All (Enabling)
2023/24 Treasury Management Strategy	Iain Bainbridge	March 2023	All (Enabling)
Border to Coast Investment Decision	Iain Bainbridge	March 2023	All (Enabling)
2023/24 Annual Internal Audit Plan	Ian Pattison	March 2023	All (Enabling)
Audit Digital Solution Project (Replacement of Audit Management Project)	Ian Pattison	March 2023	All (Enabling)
Fair Tax Charter Alignment	Peter Lawton	March 2023	All (Enabling)
Procurement Category Plans	Peter Lawton	March 2023	All (Enabling)
Local Spending Action Plan	Peter Lawton	March 2023	All (Enabling)
Embed New Procurement Processes Ahead of 2023/24 Procurement Reforms	Peter Lawton	March 2023	All (Enabling)
Cyber Security Enhancements	Dave Slater	Ongoing	All (Enabling)
IT Service Management Process Redesign	Caroline Harper / Tanya Johnson / Dave Slater	Ongoing	All (Enabling)
Corporate Network Refresh	Dave Slater	Ongoing	All (Enabling)

Governance & Corporate Affairs

The Governance & Corporate Affairs Directorate is a new Directorate within the Council and was formed to champion and implement the principles of robust and good governance, increase rigour in strategic planning and assurance frameworks, and give greater authority and independence to this important area.

Governance & Corporate Affairs:

- Key focuses for the Director of Governance and Corporate Affairs will include progressing the **ongoing constitutional review** (including review of the Council's committee structures, executive design-making processes, and scrutiny functions), supporting colleagues in HR to develop an **enhanced elected member training and development offer**, and planning and facilitating the first cycle of a **new Lead Member / Director annual review process**.
- Work is also ongoing to **strengthen the Council's reputation regionally and nationally**, and to further develop the Council's role and influence as a strong regional and national partner, including by providing significant contributions to the **development of regional devolution proposals**.

Legal & Governance

- A **review of the legal and democratic service** is a key focus for the Legal & Governance service for 2022-23.
- The service is also **working to clear the backlog of Member Code of Conduct Complaints**. The Legal Team will also **implement a new legal case management system** and undertake training and recruitment work to develop the team's capacity and resilience.
- The Elections Team will, on top of regular annual elections business, undertake **work to support the Boundary Commission's national review of parliamentary constituency boundaries** (2023/2024) and to prepare for the **local electoral review of South Tyneside Council** (May 2025).

Engagement, Communications & Support Services

- An **LGA Peer Review of Communications** will be undertaken in the coming months, with a resulting **Communications Strategy and Action Plan** to support further improvements across the service. Alongside this, a **review and consolidation of Council Branding** will be undertaken.
- A **Community Engagement Strategy** will be developed over the course of the year, setting out the mechanisms for engagement with local communities and partners.
- The service will shape the **engagement, consultation, and communication on a refreshed 20-year vision for South Tyneside, three-year Council Strategy and revised Council values**.
- A **Tourism Communications Strategy** and supporting marketing delivery plan will be developed to support the Cultural and Leisure offer.

- A **Third Sector Strategy** and action plan will be developed to strengthen the role of the Third Sector as a key strategic partner.
- The service will also facilitate the delivery of a '**Poverty Truth Commission**' between April 2022 and March 2023 to capture service-user insights and shape policy decisions.
- The service will continue to deliver the #LoveSouthTyneside social action campaign, including the delivery of the **#LoveSouthTyneside awards** and community recognition programme.
- With regards to Support Services, the service will **review and strengthen Data Protection, Freedom of Information and Environmental Information Regulation processes** across services, as well as undertake a review of the Business Support function to ensure it can support the requirements of the emerging strategy, priorities and associated delivery models. Work will also take place to **strengthen the internal Elected Member Enquiry System**.
- Work will also take place to review and strengthen South Tyneside Partnership arrangements.

Performance and Change Management:

- Over the year, the Performance and Change Management Service will play a lead role in developing a framework of activity to guide Council planning over the short, medium- and long-term. This will include the production of a **Council-wide 12-Month Delivery Plan** and subsequently facilitating the development of a **refreshed 20-Year Council Vision and 3-year Council Strategy**.
- The service will also oversee the **Council's 'Our Council' corporate change programme** and follow-up work associated with the January 2022 LGA Corporate Peer Review, including facilitating a **Peer Review Follow-Up visit** in Autumn 2022.
- Over the year, the service will design and implement a **new Corporate Programme Management Office**, to strengthen corporate oversight, grip, and support to all major change projects across the Council.
- The service will also review the Council's current approach to **Performance Management** and implement a programme of improvements, including a corporate performance management framework, revised Corporate Performance Scorecard, strengthening of support to Place Services, and improved internal and external reporting.

- The service will additionally undertake a **review of the Council's corporate management and planning framework in line with all of the above**.

Policy and Insight:

- Key focuses for the new Policy and Insight Service over 2022-23 will include the development of a **new Inclusive Growth Strategy** to support the Council's reorientation 'from Projects to People', the creation of a **Local Investment Plan** to maximise the value of UK Shared Prosperity Fund and other funding opportunities, and the development of a focused **External Influencing Plan** aimed at raising the Council's profile among key national decision-makers.
- The new service will also seek to **strengthen the Council's policy positions and advice functions**, facilitating a strong policy grip with shared understanding across the Council, and strengthen mechanisms for the capture and distribution across services of data and policy-insights.
- The service will also undertake work to **embed data and evidence into policy and service development**, including through the Health Determinants Research Collaboration bid work and the revision of the Corporate Scorecard.
- The Policy and Insight Service will play a lead role in the refresh of the 20-Year Council Vision and 3-year Corporate Strategy and will help develop a clear dataset and evidence base.
- As well as strengthening internal work, the service will continue to play a strong regional role, including the continued development of intelligence reports for the LA7, LA6, NE12 partnerships and the North East Combined Authority.
- The service will also undertake work over the 2022-23 year to **coordinate cross-service poverty reduction activity** and look to **further develop the South Tyneside Pledge** and associated network of engaged local partners to maximise benefits of local procurement, recruitment, and support.

Key Projects and Activities – Governance & Corporate Affairs

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
Council-Wide 12-Month Delivery Plan	Holly Bainbridge	April 2022	All (Enabling)
Poverty Truth Commission	Hayley Johnson / Paul Baldasera	April 2022 – March 2023	All (Enabling)
External Influencing Plan	Rory Sherwood Parkin	April 2022	All (Enabling)
Third Sector Strategy	Paul Baldasera	April 2022	All (Enabling)
Tourism Marketing Strategy & Delivery Plan	Gemma Davison	May 2022	All (Enabling)
Corporate Programme Office Scoping / Initial Design	Holly Bainbridge	June 2022	All (Enabling)
Council Branding Review	Hayley Johnson	June 2022	All (Enabling)
Improved Members Enquiry System	Hayley Johnson / Neil Purvis	June 2022	All (Enabling)
Freedom of Information, Data Protection and Environmental Information Regulations Process Review	Neil Purvis / Gill Hayton	June 2022	All (Enabling)
Strengthened Elected Member Training & Development Programme	Nicola Robason / Hayley Johnson / Graham Fells	June 2022	All (Enabling)
LGA Peer Review focused on Communications and subsequent Action Plan to inform new Communications Strategy (October 2022)	Hayley Johnson	June 2022	All (Enabling)
Performance Management Review – Initial Proposition Paper & Action Plan driven by a clear corporate performance management framework	Holly Bainbridge/ David Wilkinson	July 2022	All (Enabling)
#LoveSouthTyneside Awards 2023	Hayley Johnson	July 2022	All (Enabling)
Local Investment Plan	Rory-Sherwood Parkin	August 2022	3, 4, 5
Constitutional Review (incl. Community Structures, Scrutiny & Executive Decision Making)	Nicola Robason / John Rumney	September 2022	All (Enabling)
Corporate Management & Planning Framework Review	Holly Bainbridge	September 2022	All (Enabling)
Legal & Democratic Service Review	John Rumney	September 2022	All (Enabling)
Coordinated Poverty Reduction Activity	Rory Sherwood-Parkin	September 2022	1, 2
Communications Strategy and Action Plan	Hayley Johnson	October 2022	All (Enabling)
Further Development of the South Tyneside Pledge	Rory Sherwood-Parkin	October 2022	All (Enabling)
LGA Corporate Peer Review Follow-Up Visit	Holly Bainbridge	October 2022	All (Enabling)
Corporate Programme Management Office Phase 1 Implementation	Holly Bainbridge	October 2022	All (Enabling)
Refreshed 20-Year South Tyneside Vision & 3-Year Council Strategy ready for Cabinet/ Council approval	Holly Bainbridge & Rory Sherwood-Parkin	October/November 2022	All (Enabling)
Inclusive Economy Strategy (as part of the above)	Rory Sherwood-Parkin	November 2022	All (Enabling)
Community Engagement Strategy	Hayley Johnson	December 2022	All (Enabling)
South Tyneside Partnership Review	Hayley Johnson	January 2023	All (Enabling)
Business Support Review	Hayley Johnson	March 2023	All (Enabling)

What will be delivered?	Lead Officer	By when?	Relevant Community Priorities
New Legal Case Management System	John Rumney	April 2023	All (Enabling)
New Lead Member-Director Annual Review Process fully embedded	Nicola Robason	April 2023	All (Enabling)
Vision, Strategy & Values Project -Consultation and Engagement	Hayley Johnson	Ongoing	All (Enabling)
Enhanced Regional Partnership Working / Devolution Proposals	Nicola Robason	Ongoing	All (Enabling)
Strengthened Policy, Insight & Evidence-Embedding Function	Rory Sherwood-Parkin	Ongoing	All (Enabling)
Boundary Commission Review Support	John Rumney / Joanne Gelson	Ongoing	All (Enabling)

How will we deliver the plan?

The Council recognises and values the central role its employees and elected members play in delivering this 12 Month Delivery Plan and has recently embarked on a medium-term programme of internal change which is underpinned by additional investment to support service delivery.

The 'Our Council' change programme sets out a range of actions which will strengthen how the Council operates and delivers its priorities and is centred around five key themes (as set out below). These themes all deliver against the findings and recommendations of the LGA Corporate Peer Challenge 2022.



The 'Our Council' change programme:

1. VISION - Being clear on where we are, where we need to go and how we're going to get there – by the end of the year we will launch a refreshed 20 Year Vision for South Tyneside, having listened to and engaged a wide range of residents, members, colleagues, businesses, and partners. We will also have agreed a set of 'Values' and a Three-Year Strategy for the Council. Through these processes we will join up political priorities with everything else we need to do: our statutory obligations; our plans to meet demand; health & safety and pre-existing commitments. We will improve intelligence and data-led decision-making; strengthen performance management; and clearly communicate our progress and achievements.

2. DEVELOPMENT - A comprehensive learning, development, support, and wellbeing offer for all employees and elected members – we will ensure the refreshed Council 'Values' underpin 'the way we do things here'. All employees and elected members will be supported to embody the Council 'Values'; we will offer a comprehensive package of learning, development, wellbeing, and support, to enable both employees and elected members to deliver for residents through their distinct but complementary roles.

3. RESOURCES - Clear alignment between what we want to achieve and our people, money, equipment, and facilities, while reviewing how well we are doing – we will demonstrate clear links between our refreshed Council Strategy and resource allocation through the Medium-Term Financial Plan. We will further increase understanding and inclusion in the process of budget setting for revenue, capital, and growth. We will aim to invest and modernise to help and improve services. We will implement improvements to our performance management arrangements, providing clarity, transparency, challenge, and support.



4. GOVERNANCE - Making fair, informed and appropriate decisions – we will lead a further review of the Constitution and a fundamental review of the Council's Committee Structure and reporting and decision-making processes. We will also undertake a review of our other internal decision-making processes, our Partnerships and Provider arrangements, in line with the refreshed Vision, and Council Values and Strategy. We will ensure our structures and processes are designed to guarantee accountability, transparency, responsiveness, rule of law, equity and inclusivity, empowerment, and broad-based participation.

5. CAPACITY - More capacity to support how we need to work as a Council – implementing this programme will require additional capacity, skills, and some new ways of working. The programme will be supported by additional project management capacity to deliver projects within services and corporate capacity through an appropriately designed and resourced corporate programme management office.

The 'Our Council' Change Programme can be found here:
www.southtyneside.gov.uk/changeprogramme

In relation to the delivery of this 12 Delivery Month Plan, the above workstreams around 'development', 'resources' and 'capacity' will be of particular importance. In terms of 'development', we will further invest in activities that ensure we attract, retain, and develop a highly skilled and supported workforce and group of elected members, who are able to fulfil their duties to their greatest potential. Our most powerful asset is our people so we will be implementing a Council-wide Organisational Development, Culture and Wellbeing programme, which will include investment in training and development, wellbeing and support, and a greater focus on equalities, diversity, and inclusion.

In terms of 'resources', there is clear alignment between this 12 Month Delivery Plan and the Medium-Term Financial Plan 2022-27 (www.southtyneside.gov.uk/article/74977/Council-Budget-2022-2027), with resources allocated for the delivery of the priorities set out in this plan. The development of the refreshed three-year Council Strategy over the coming months will inform the development of a refreshed Medium Term Financial Plan for 2023-28.

In terms of 'capacity' we know that the Council is a lean organisation in many respects. Whilst we are careful to balance tight financial constraints with required growth in delivery capacity, we have identified some key areas for investment over the coming months. This year the Council will establish a new Corporate Programme Management Office (CPMO) to support the organisation in delivering its priorities. The CPMO will enable visibility of key projects and progress against them and will help identify risks and accountability for delivery. This Delivery Plan will provide a basis for a more robust and comprehensive approach to programme management through the CPMO and will be replaced by the three-year Council Strategy when it comes online later in the year. Enhanced corporate performance management capacity will improve the robustness of performance analysis and reporting across all Directorates of the Council.

How will we monitor progress?

Progress in delivering this plan will be monitored through a finance, risk, and performance lens. The Council's Finance Service leads monthly reviews with budget holders to ensure that resource management is on track and helps steer corporate support and challenge where required. Quarterly Corporate Assurance Board Meetings, chaired by the Chief Executive, and Quarterly sessions with the Council's Cabinet, chaired by the Leader of the Council, review both the performance and financial status of the delivery of key priorities.

Risk management is considered through the Quarterly Corporate Assurance Board, Quarterly Corporate Governance Board and through Audit Committee in reviewing the Council's Strategic Risk Register and Annual Governance Statement. The Council has agreed a set of principles which will refresh and strengthen its approach to risk management and enhance visibility of identified risks and opportunities across the organisation. This will all be formalised in a new Risk Management Strategy and Framework which will be launched in early summer.

In the coming months there will also be enhanced accountability for performance and project delivery through a revised scorecard of Key Performance Indicators and supported by oversight through the new Corporate Programme Management Office.

This 12 Month Delivery Plan is a 'live' document and will be reviewed regularly to identify and address existing and emerging risks to delivery. The plan will form the basis for performance management and support through directorate management meetings and 1-1s between Directors and Heads of Service/ Corporate Leads, and ultimately 1-1s between Cabinet Members and Directors.

There are very robust performance frameworks within the Children's Services and Adult Social Care and Integrated Commissioning Directorates in particular. Performance data is used daily by teams and assurance is provided formally through Director Assurance Meetings, and to the Safeguarding Partnership and relevant Committees on a quarterly basis. Many of our services provide performance data as part of regional and national Government reporting arrangements, including significant numbers of statutory data returns. Our updated Corporate Performance Management Framework will build on this approach to ensure all Directorates have a quarterly assurance process in place, supported by corporate performance capacity and linking into corporate performance monitoring, both internally and out with the Council.

A Performance Management Framework and Methodology document will be produced over the coming months to set out the Council's revised approach to performance monitoring and reporting for all employees and elected members. It will determine how measures are established, monitored, reviewed, our approach to data quality, target setting, assurance, and governance, and will include a toolkit of key standard documents to help support a high-performance management culture across the organisation. Where appropriate this will be linked to the annual review and individual performance and support mechanisms, which have been recently reviewed and relaunched within the Council.

We will also develop a more public-facing performance report during 2022-23 in the interests of transparency and to drive system improvements across service, partners, and communities.

Key Indicators to track our progress

To monitor progress against its priorities, the Council reviews a number of internal and partner performance indicators, demand measures and service user outcomes which are compiled into a regularly updated Corporate Scorecard.

These include:

1. Support our young people in need

- Numbers/Rates of Children Referred to Social Care
- Numbers/Rate of Children Looked After
- Numbers/Rate of Children Becoming Subject to a Child Protection Plan (including repeat plans)
- % of Children's Social Care Assessments Completed Within Expected Timescales
- Proportion of Care Leavers in Education, Employment or Training
- Proportion of Children Leaving Care due to Being Adopted
- Foster Placement Stability/Instability (% of Children experiencing no changes in 2+ years / 2 or more changes in 12 months)
- Custody Rate for Under 18s
- First Time Entrants into the Youth Justice System
- Youth Re-Offending Rate
- Young People aged 18-21 Claiming Benefits
- Mothers Smoking at Time of Delivery

- Breastfeeding Prevalence
- % of Children and Families Social Care Case File Audits Scoring Assurance Levels of Good or Above
- Average Caseloads for Children's Social Workers

2. Support families and older or vulnerable people

- % of Schools Rated Good or Outstanding
- % of 16-17 Year-Olds Not in Education, Employment or Training
- % of KS4 Pupils Achieving Grades 9-4 in England and Maths % of Reception/Year 6 Pupils with Excess Weight / Obesity
- Numbers of Contacts into the Adult Social Care Service (including % of issues dealt with a first point of contact)
- Numbers of people with a commissioned care service
- % of care service users who say that services have made them feel safe and secure
- % of Adult Social Care File Audits Where Standards Met or Exceeded
- % of Care Users with a Support Plan Receiving a Social Work Review within 12 Months
- Numbers/Rates of Admissions of People over 65 into Long Term Residential Care
- % of Older People Still at Home 91 Days After Leaving Hospital into Re-Ablement
- Numbers of Domestic Abuse Incidents, including incidents with a child involved
- % of People with Learning Disabilities In Employment
- Number of Leisure Visitors
- Smoking Prevalence
- Numbers/Rates of Overweight/Obese Adults
- % of Physically Inactive Adults
- Numbers/Rates of Alcohol-Related Hospital Admissions



3. Create the conditions for economic recovery and investment

- % of Residents Claiming Benefits
- Employment/Unemployment Rates (broken down by age and gender)
- Business turnover expectations (broken down by sector)
- Average Hourly Earnings

4. Support all our town centres, villages, high streets and hospitality

- Town Centre Footfall (South Shields, Hebburn and Jarrow)
- Numbers of Tourism Visitors
- Number of Crimes
- Number of Anti-Social Behaviour Incidents
- Numbers/Rates of Rough Sleepers

5. Invest in our natural and built environment

- Household Waste Recycling Rate
- Residual Waste Per Household (in Tonnes)
- % of Households Recycling Waste Contaminated
- Co2 Admissions
- Number of Empty Properties (South Tyneside Homes)

In addition to the above Key Performance Indicators, the Council monitors a wide range of internal and corporate focused performance indicators and feedback, to ensure the ongoing health of the organisation and its ability to deliver services on behalf of residents.

Contact

Holly Bainbridge, Corporate Lead – Performance and Change Management

-  0191 424 7350
-  holly.bainbridge@southtyneside.gov.uk
-  www.southtyneside.gov.uk
-  www.facebook.com/STynesideCouncil
-  [@STyne_Council](https://twitter.com/STyne_Council)

If you know someone who needs this information in a different format, for example large print, Braille or a different language, please call Marketing and Communications on 0191 424 7385.