

# South Tyneside – Shaping our Future

Annual Report  
2012/13



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



**South Tyneside Council**



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# Foreword

All the evidence suggests we should be on our knees. Yet, South Tyneside's staff, members and residents are reflecting on a year of outstanding achievements against the odds.

In the last 3 years, resident satisfaction has increased, complaints have reduced by 32%, and we've delivered significant investment in regeneration, housing and schools.

This year has seen our progress accelerate at an even quicker pace. We've brought forward a range of exciting regeneration projects, including the launch of our South Shields 365 Vision and the opening of a new swimming pool in Jarrow by gold-medallist Josef Craig in January 2013 – with another new pool to follow later this year.

This investment is backed up by real performance outcomes, with improved academic results, services for children, adults and families and a fundamental shift in deprivation.

This annual report showcases the huge progress we are making and improvements we are delivering.

Despite unprecedented challenges for local government, **South Tyneside is shaping its own future.**



**Councillor Iain Malcolm**  
Leader of the Council



**Martin Swales**  
Chief Executive

# Introduction

South Tyneside covers 64 sq. km and includes the towns of South Shields, Hebburn and Jarrow, and the villages of Boldon, Cleadon and Whitburn. The borough has a population of 148,100, with projections showing this could rise to 153,900 by 2021

Government statistics show that we are the seventh hardest hit council by reductions in central government funding. Yet, despite losing £202 per head (four times the national average of £49), we've maintained our focus on making South Tyneside **an outstanding place to live, invest and bring up families.**

In January 2010, we embarked on a collaborative programme to develop the 20 year 'Shaping Our Future' vision. The aim was to seize, own and shape South Tyneside's destiny and put in place an inclusive framework to bring together members, staff and partners to ensure delivery.

We have 10 agreed strategic outcomes that support our ambitious vision, under the themes of 'people' and 'place'. Four of these outcomes have been our main focus for improving prosperity and wellbeing in the borough:

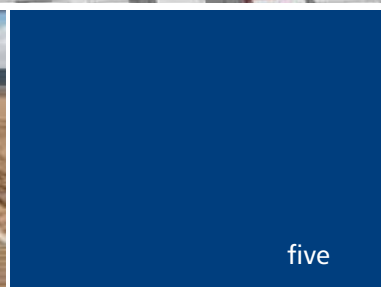
- A regenerated South Tyneside with increased business and jobs
- Better housing and neighbourhoods
- Stable and independent families
- Healthier people

We have worked towards these strategic outcomes through a sophisticated mix of **innovation and efficiency.** Since 2010 we've managed a government funding reduction of 28% - reducing our net base budget by 20%, staff numbers by 25% and becoming £90m more efficient year on year. In 2012/13 alone, we have **delivered £20million of savings**, and reduced our workforce by 310 posts – yet we continue to see improved outcomes for our residents.

**Resident satisfaction is up** (from 60.1% to 70.1% for services such as Adult Social Care), and complaints are down by 32%.

Perhaps though the strongest indicator of our continued progress is our improvement **from 27th most deprived local authority in England to 52nd** (out of 326) – a significant 25-place change.

The Communities and Local Government Secretary, Eric Pickles, described our progress as **'extraordinary'**, and it's thanks to the commitment of staff, members, trades unions and partners that we've dealt with unprecedented financial pressures, whilst delivering rapidly improving services to our residents.



## Leadership and Strategy

We have radically changed how we operate as a Council – ensuring a **relentless focus on outcomes**, whilst retaining our core values as an organisation committed to protecting the most vulnerable.

Over the last 12 months, we have redesigned governance structures and strengthened the role of members in strategic planning. Taking advantage of the Localism Act we **remodelled our local governance structure** - retaining the Leader and Cabinet model, whilst aligning Cabinet portfolios to better reflect corporate priorities. We created new 'Performance Panels' to strengthen the role of members in commissioning services, and challenge the performance of providers.

Our refocused and **improved South Tyneside Partnership**, committed to doing things '**once and together**', has gone from strength to strength – delivering real, tangible outcomes. The alignment of local priorities has seen, for instance, a highly effective joint response to extreme weather incidents – widely praised by residents.

As **lead for Newcastle International Airport**, the Council (representing the 51% interests of the LA7 local authority shareholders), completed both the refinancing and selection of a new global infrastructure investment partner - reinforcing the role local government plays in developing infrastructure to support the region's economy.

We've also **taken the lead on EU engagement** on behalf of the region's local authorities, redesigning regional architecture to influence Brussels and the UK Government so that the North East benefits from European funding.

We have been determined to shape our own future and that is why, despite national austerity and the huge funding reductions we've faced, we have embarked on a **£1bn investment programme for the borough**, including attracting £116m private sector investment.

All of this hard work has culminated in significant national recognition, including a commendation from the MJ as one of a number of '**Best Achieving Councils**' and featuring in The Times newspapers '**Top 30 Places by the Sea**'.



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## Performance, Culture & Leisure

Local lad Josef Craig MBE officially opened our **new £4m Jarrow Pool**. Providing the very best in leisure facilities is central to our regeneration ambitions and this new pool is the first of a range of new leisure and community facilities due to open across the borough in the coming years.

Work on the **new £12m Haven Point leisure facility** on the foreshore began this year and we expect to see this facility open towards the end of 2013.

We have **hosted the Great North Run for over 30 years** (the biggest half-marathon in the world) and this year saw yet another highly successful operation, with visitors flocking from all over the world to South Tyneside.

Our newly launched destination marketing campaign **'River, Seashore and more'** has captured the imagination of residents, tourists and business leaders by further highlighting our beautiful coastline, heritage and leisure offer on a regional, national and international scale.

Overall **we welcomed 5.19million visitors to the borough** this year – a massive increase on the previous year – contributing an estimated £220m to the local economy.

A **new approach to performance management** has ensured an absolute focus on delivery and outcomes – ensuring all of our resources are directed at improvements for our residents.

# Resources and Innovation



Unprecedented funding reductions and demographic changes have presented us with a significant challenge that we have seized and shaped.

We have further strengthened our **approach to financial planning**, which enables us to plan on a five-year horizon, steered by a new strategic forum of members and officers - **Strategic Lead Member Board**. This framework captures members' insights into residents' priorities to ensure that we made sustainable decisions when redesigning services.

Our **Strategic Leadership Group**, comprising Chief Executive and Corporate Directors, has delivered huge savings – reducing our base budget by £20million in 2012/13, through £10.6m of business efficiencies and £9.4m of innovative,

new models of service delivery. At the year end, our rigorous financial management actually delivered an underspend of £250,000.

Our **Corporate Innovation and Efficiency group** has continued to lead our systematic programme of service reviews, identifying efficiencies through scrutinising performance and best practice. For example, we have implemented a **radical redesign of our Children's Centres** provision, further improving our 'early help' offer by targeting our resources on those most 'in-need', whilst saving over £1m from our budgets.

We have successfully been able to **'slow down' the pace of job reductions** across the authority. To achieve this, the Chief Executive has personally overseen the stringent management of vacancies through a 'recruitment gateway' and internal jobs market process, challenging every staffing proposal, championing redeployment, talent retention and promotion.



## Regeneration and Economy

We know that only a major shift in the economic base of South Tyneside will finally turn the page on the stagnation that followed the decline of our old heavy industries. That is why we have continued to make major investments despite national austerity.

Our 'best in class' **Economic Regeneration Board** - harnessing the talents of blue chip partners including BT, Nissan, Siemens and Barbour - has continued to drive forward growth, ensuring that South Tyneside is central to plans to grow the region's economy.

'South Shields 365' - our 'game changing' **£100m regeneration plan** to transform the leisure and retail offer in our largest town - was launched this year. Alongside this, our ambitious plans for **Hebburn Town Centre** moved forward with the design team and contractor for a new £12m Community Hub recently been appointed. The coming year will see these plans become a reality, whilst plans for Jarrow and our villages will be brought forward.

Our **City Deal partnership with Sunderland** will build on South Tyneside's strengths as a hub for businesses in the high growth sectors of automotive, advanced manufacturing and renewables. A significant component of the deal is a National Advanced Manufacturing Park, across Sunderland and South Tyneside's border, which will create 16,000 jobs. The deal will also realign the A185 between the Park and the South Tyneside-based Port of Tyne - who has, with land assembly support from the Council, announced a £180m expansion, creating 1,200 additional local jobs.

Our innovative **Pre-Apprenticeship Academy**, in partnership with South Tyneside College, has supported a number of young people through an intensive programme, which equipped them with recognised qualifications, employability skills and an interview at the end of the programme.

With **643 business start-ups in South Tyneside**, we've achieved a top quartile growth rate, our best performance since 2008. As well as creating an environment for new businesses to set up, we work closely with existing local businesses to help them grow and create jobs and prosperity in the borough. We supported locally-based business giant **Siemens to secure £2m from the Regional Growth Fund**, which will lead to around **200 new jobs** through a new rail project at Hebburn.





## Housing and Transport

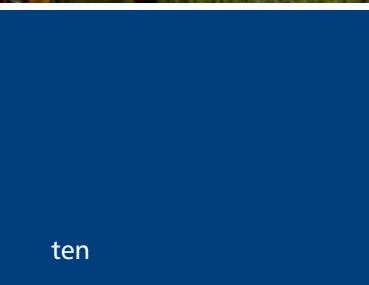
As part of our **£180million, four year housing investment programme**, which aims to build up to 12,000 new homes over the next 20 years, 2012/13 has seen a number of **exciting new housing developments** get off the ground, including:

- 71 affordable homes built at High View, Hebburn
- 21 new homes at Sinclair Meadows
- A further 16 affordable homes built at Cleadon Park

As well as building new homes, we have had great success in bringing empty homes back into use. We secured **£200,000 of external funding to renovate 27 privately-owned properties in Jarrow** so that they can be brought back into use - meeting a shortfall in affordable homes in the area and revitalising the local neighbourhood.

2012/13 has seen a number of initiatives aimed at reducing fuel poverty across the borough. We welcomed Ed Davey MP, Climate Change Secretary, to South Tyneside in May to see first-hand our **£40m investment programme to renovate almost 2,000 non-traditional homes across the borough** - increasing energy-efficiency, halving carbon emissions and reducing fuel bills for residents.

A number of major transport schemes are in development, which will support jobs, growth and prosperity in the borough. This year saw the official opening of one of the largest transport schemes in the region when **Her Majesty The Queen visited the borough** to cut the tape at the **new £260m Tyne Tunnel 2**.



## Area Management and Community Safety

Crime and anti-social behaviour has continued to plummet, against all odds. Our Community Safety Partnership – rated the 2nd best nationally - has overseen reductions of 12% in total crime and 21% in anti-social behaviour this year.

The new Police & Crime Commissioner for Northumbria has already commended our outstanding performance and we will continue to develop excellent working relationships with the newly-elected Commissioner.

Our joint Waste Management Partnership – refreshed in 2012/13 - with SITA, Sunderland and Gateshead Councils, worth £1 billion over 20 years, demonstrates our commitment to cross-council and cross-sector working. We have also introduced alternate weekly collections to reduce costs and increase recycling. An initial pilot in Whitburn saw a 14% increase in recycling and we expect this borough-wide initiative to see recycling increase by over 2,000 tonnes per year.

2012 saw some of the worst weather conditions for decades. Our highly effective working partnerships were truly showcased by the commitment of colleagues from the Council and across the public sector to respond efficiently and effectively to extreme flooding. We have developed a multi-agency flood defence strategy and several improvement schemes are already underway, including a £250,000 scheme at Wuppertal Court.

We have begun to integrate our area management services with those of our ALMO – South Tyneside Homes. We will continue this work through 2013/14, to ensure residents receive an efficient and effective service to keep our neighbourhoods safe, clean and green.

# Children, Young People and Families

This year we embarked on a **radical redesign of our Children and Families Social Care services**. We introduced new leadership to the service, redesigned our provision around a tiered approach to delivery, and commissioned external sector-led improvement support to ensure we are providing the best possible services to our vulnerable children and families.

We're already witnessing a **steady reduction in the numbers of children in our care**. At the same time, foster carer recruitment is higher than ever, and our outstanding **Adoption service** is rated amongst the best nationally.

**Children's Centres** are often the first opportunity we have to support vulnerable families in South Tyneside. Therefore, this year, we **radically redesigned our service offer** – clustering centres together to share best practice and leadership, and ensure front-line resources are better coordinated and targeted to support those families that most need support.

Our **£173million BSF 'Inspired Spaces' partnership** with Gateshead Council has completely transformed our school estate with 14 new or refurbished schools – providing our children and young people with world class facilities to help them reach their potential.

**Record GCSE and A level results** are the most improved in the region, with 58.2% of our young people achieving five A\*-C GCSEs (up from 53.9%), and **89% of secondary aged students now attend 'good' and 'outstanding' schools**.

Our effective and innovative partnership working received national acclaim when our **'Bored in Boldon' initiative was awarded the LGC Community Involvement Project of the Year** title. This collaborative scheme - involving the Council, Fire Service, and a local voluntary agency - has delivered improved outcomes for young people in Boldon; from positive activities to reduced anti-social behaviour and increased employment.

Our **voluntary sector partners** regularly play a key role in finding solutions to local challenges. Our Tyne Gateway project supporting disadvantaged families is now an independent trust, winning the Charity Times **'Charity of the Year' award** in 2012.

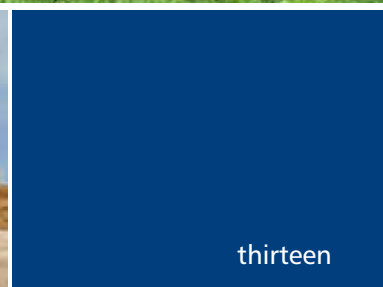
# Adult Social Care and Support Services

Prior to embarking on our new vision, our Adult Social Care services were judged as adequate – casting South Tyneside as a ‘Priority Improving Council’. Working with members, we took advantage of **sector-led improvement support** to ‘leave adequate behind’, as judged by an LGA peer review.

Further positive endorsement came in the form of the Towards Excellence Board, which commended our Adult Social Care services as **‘good verging on excellent’**.

The scope and scale of the government’s **welfare reform** programme has provided significant challenges to our residents and the services that we provide to support them. We have been proactive in our response and have demonstrated our strong partnership working in our far reaching action plan – our comprehensive programme of support receiving **warm praise from the LGA** in February.

Through our partnership-wide training programme, our staff will be equipped with a **‘common core of skills and knowledge’** so that they can advise and support residents appropriately. Furthermore, our **new model of advice services** will enable us to manage increased demand, through more effective support and early help to vulnerable residents.



## Health and Wellbeing

Our new Health and Wellbeing Board – cited by the Department of Health as **'ahead of the game'** - is delivering 'whole system leadership' of the local health economy, bringing together a wide range of partners to find solutions to cross-cutting issues.

During 2012/13, the Board developed its first ever **Joint Health and Wellbeing** strategy, which takes a holistic approach to improving health and wellbeing outcomes across the borough. Recognising the risks to health and wellbeing that are cumulative over a person's lifetime, our strategy takes a 'life course' approach to giving **every child a good start in life, increasing employment** prospects for young people, and **reducing social isolation** amongst older people.

We know that health issues cannot be tackled in isolation; health improvement must be embedded in everything we do. That is why we are rolling out **'every contact a health improvement contact'** training to our elected members, staff and partners.

This year has seen significant changes across the health landscape. We have successfully managed the **transfer of public health staff** and functions from the now obsolete PCT to the local authority. We have worked closely with residents, members and partners to **agree health spending priorities** and the coming year will see the implementation of new services that will improve outcomes for our residents, reducing inequalities across the borough.

The **establishment of Clinical Commissioning Groups** represents a dramatic change in health commissioning arrangements. We have grasped this opportunity and have already embarked on a number of innovative projects, such as our **'elderly and frail initiative'** – a collaborative effort between the local authority, Foundation Trust and CCG.

# Change Is Happening

Our successes are clear:

- Resident satisfaction is up.
- GCSE and A-level results are up.
- The number of businesses is up.

Equally:

- Complaints are down.
- Crime is down.
- Anti-social behaviour is down.

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

We have identified 6 key priorities that we will deliver over the next 3 years to make an impact on achieving our outcomes and overall vision for the borough.

These are our **3 year delivery priorities**:

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

This report has demonstrated the huge strides we are taking to increase prosperity and wellbeing in South Tyneside.

We are confident that, in our next annual report, we will be able to report even greater progress.

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



