

Back on the Map

Hendon and East End

Regeneration Framework

Executive Summary

OCTOBER 2009



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JOB NUMBER 118669

Executive Summary

Introduction

This is the executive summary of the Hendon and East End Regeneration Framework, and should be read alongside the full report.

Background

The Hendon and East End area of Sunderland City has historically suffered from high rates of unemployment; a poor quality, industrial environment; high crime rates; poor accessibility; poor health indicators; and inadequate standards of housing. In an effort to address these issues in a co-ordinated and focused manner, the East End and Hendon New Deal for Communities Partnership (termed 'Back on the Map' following community consultation) was created as part of the second round of the Government's key regeneration initiative in 2001. Just under £54 million of funding was made available to cover the period 2001 – 2011.

The stated aims of the 'Back on the Map' (BotM) partnership include reducing the area's unemployment and crime, improving health and housing and increasing community involvement. Over the last seven years, the work of the BotM community-led partnership has resulted in a notable improvement in many of these areas. BotM was set 44 outcome targets to achieve by March 2011 across 6 thematic areas. Each target is generally expressed as a gap against a national or City Centre wide level of performance. Investment through the NDC programme has aimed to close these gaps, lifting communities out of the level of disadvantage they face.

The targets consist of a mix of hard data provided by external bodies, and qualitative data taken from anonymous surveys of local residents. The performance for each target is assessed against the rate of improvement required each year.

BotM has 7 key outcomes, the most important to Government, and of these 5 are green, 1 amber and 1 red based on 2008 data. Across the 44 targets some 25 are green, 14 amber and 5 red. The majority are on trajectory to meet their targets for 2011. This performance is impressive given the area was one of the most disadvantaged out of the 39 NDC partnerships.

Achievements include:-

- Residents who view void properties as a problem down 6% since 2002
- Virtually 100% decent homes standard – target achieved
- Average house prices now 93% of the City Centre average from only 51% in 2002 – target exceeded
- Residents satisfied with the area as a place to live up by 13% to 74%
- Over 20ha of underused or derelict land improved – target exceeded
- Smoking rate reduced by 7%
- Pupils achieving 5 grade A-C at GCSE up from 22% to 50%
- Pupils who are NEET (Not in Education, Employment or Training) down 9% since 2006 in the face of national figures increasing – target exceeded
- Total crime rate down from 261.58 in 2002 to 142.6 in 2008 (figures expressed per 100,000 head of population) – target exceeded
- People feeling part of the community has improved by 28% up to 56%
- People who feel the BotM has improved the area up 15% to 72% - target exceeded

Arup, with Matrix and King Sturge were commissioned in 2005 to undertake a Baseline Study to identify the issues and opportunities to address them in a subsequent Regeneration Framework of the NDC area. This Regeneration Framework will guide the regeneration, management, promotion and, where appropriate, the redevelopment of Hendon and the East End. The Regeneration Framework will seek to realise investment in the area by both private and public bodies while providing a clear structure for continued community involvement throughout the process. Although the work commenced in 2005, it became necessary to suspend work while the Middle Hendon Neighbourhood Renewal Assessment was completed. Work commenced on this project in June 2006. The work of the Regeneration Framework recommenced in spring 2008, with a review of the Baseline and initial Issues and Options work, prior to commencing work on the Regeneration Framework itself.

The production of this comprehensive Regeneration Framework has involved consultation with community representatives, interest groups, stakeholders, public agencies, business community and other key consultees. The study partners anticipate that the Hendon and East End Baseline Study and Regeneration Framework will provide the evidence base for the future planning policy framework for the area, and continue to inform the regeneration of the area when the NDC programme ends in 2011.

Vision and Key Themes

Vision

The vision for Hendon and the East End sets out the clear ambition for the regeneration of the area. The vision recognises the current strengths of the area while at the same time recognising the need for change.

“Hendon and the East End – Neighbourhoods between the City Centre and the Sea”

‘...To bring to the fore the unique qualities of living and working by the sea for a community with roots in the past but with an eye to the future...’

People will aspire to live in the Hendon and East End area. Residents will have decent homes in a clean and pleasant environment and will feel safe from crime and anti-social behaviour. They will thrive and achieve their potential in a community where there are greater opportunities for employment, education and lifelong learning. The East End and Hendon will be a place where local people enjoy good health and well-being.’

Hendon and the East End has many natural assets, but there are also a number of challenges which must be overcome for the vision to be realised. To address these challenges, a series of improvements needs to be in place. These improvements are described later in the Framework document and have been grouped under a number of themes for action:

- Community Legacy and Heritage;
- Accessible Local Amenities;
- Great Streets for People;
- Welcoming, Safe Neighbourhoods; and
- Supporting Local Employment.

Theme 1: Community Legacy and Heritage

History is a key feature of Hendon and the East End that contribute to the area’s own unique identity. Some of these are structures which represent different functions or activities that were important to the history of the area. Some features derive from the strong community that grew around the port related industries that dominated in the past.

Not all of the historic structures are of exceptional quality or positive character but are important locally. Those of a weaker character should be focused upon as areas for enhancement within the broader historical setting they form (e.g. Long Streets).

Historically Hendon and the East End have been two separate areas with two different cultures. These communities grew alongside the export of coal from the port and its position as one of the largest shipbuilding towns in the world. Following the decline of the heavy industries in the North East, Hendon and the East End has become one of the most deprived areas in Sunderland. The Regeneration Framework builds on the communities' heritage to make sure that they have a place in the future where people can continue to live and work.

Theme 2: Accessible Local Amenities

Ensuring that local residents have access to good local shops, education, health, public transport, leisure, recreation and other community facilities is a fundamental requirement of successful places. At present the Hendon area in particular suffers from a lack of easily accessible and walkable local shopping and services. Parts of the Long Streets area fall outside of a 5-10min walk to the local centre at Vilette Road, while the facilities at Suffolk Street are poor and do not provide an adequate level of provision for local residents.

In addition to local shops and services, the amenities to support local neighbourhoods also include the provision of employment/jobs, the quality and usability of public open spaces (including the sea front), and the location of cultural facilities. High quality open spaces are a requirement of successful places. They provide locations for informal recreation, and for play as well as other more formal organised sports. Our demand for ever more sophisticated forms of recreation impact on the types of open space that are necessary to meet these demands.

Sunderland and particularly Hendon and the East End has a strong history linked to the working port, through a marked decline in the employment density at the port has undermined the functioning of local neighbourhoods that once served the port. New business has emerged along Commercial Road, though the larger business and industrial parks serving Sunderland are now located beyond the City Centre fringe towards Washington at Doxford and Rainton Bridge. The coastline is a major asset and despite recent significant improvements, it is still largely inaccessible to local communities.

The Regeneration Framework seeks to address these shortcomings through identifying opportunities to provide better local centres, including an enhanced range of shops as well as repositioning the location of centres to make them more accessible.

Reconnecting local neighbourhoods to the sea through upgrading local routes and redeveloping key sites next to these routes is an important consideration addressed in the framework. Highlighting the need to improve the quality of and access to open spaces and parks is also a key aim of the Regeneration Framework.

Theme 3: Great Streets for People

Streets form the backbone to any urban area; they facilitate movement but are also 'places' in their own right. As such they must provide for a range of different uses and users. There are many streets within the study area that do not meet these basic requirements but only encourage heavy vehicular traffic movement (e.g. Commercial Road). Other streets are perceived as unsafe and have low quality design standards (e.g. the 'back' alleys to the Long Streets area). Vilette Road does not prioritise the pedestrian even though it is a local, walkable shopping centre. Connections east to the sea are weak, unattractive and not maintained well while roundabout junctions discourage pedestrian crossing. In short, there are many issues to be addressed across the study area.

Key areas of focus within the framework therefore include the main roads through the area including Commercial Road, White House Road, Vilette Road, and Gray Road. Other local

streets including Barrack Street, the 'back alleys' in the Long Streets area, and links eastwards to the coast are also addressed in the framework. The type of improvements to streets varies, e.g. traffic management, boulevardisation and tree planting along Commercial Road, or new pavements, benches and planting to the Long Streets, access to the coast and coastal improvements and upgrading of the back alleys environments generally.

Theme 4: Welcoming, Safe Neighbourhoods

The framework area has 3 distinct neighbourhoods – the East End; Middle Hendon; and, the Long Streets. These give rise to an overall structure and character to the area. The quality of the living environment within each neighbourhood varies markedly, and upgrading to all 3 areas in different ways is needed. This, broadly, includes housing refurbishment and new housing construction where feasible; open space enhancement and new provision; environmental upgrades to streets; addressing safety and security issues; and, the general attractiveness of the housing environment. Proposals for improvements of this nature are already well advanced for parts of Middle Hendon.

The fundamental premise of the framework is to create an attractive, walkable, clean and safe living environment which contributes to a welcoming and desirable place to live for existing residents but also for future new populations.

The area has many assets to build upon and the basic attributes of a wonderful place to live – it is close to the sea and promenade with excellent access into the city centre and all the amenities that has to offer, good rail transport connections, relatively high density housing in parts, local shops and unique historic features. The strategy is to ensure that all these assets perform at a higher level than they do at present and to retain the underlying community /social links and networks that exist – particularly in established areas such as the Long Streets.

Theme 5: Supporting Local Employment

Historically, the employment opportunities in Hendon and the East End (most notably the port / ship building) have led to the need for housing to allow people to live close to their work. This relationship is still present today, although a lot of the housing is perhaps better at meeting the needs of the residents of the past.

As the significance of the port as an employer to Hendon and the East End has dwindled, the importance to residents of the service-based economy within Hendon and the East End and in the neighbouring city centre, and the industrial type business space stretching from the port, south along Commercial Road has increased.

The Regeneration Framework supports the operation of existing businesses while showing how the type and character of employment areas can be improved upon. Much of the industrial space in the zone between Commercial Road and the port railway line exhibits a poor public realm quality that may be suitable for current uses but is less attractive to any future diversified employment function. The framework therefore proposes a revised layout for the area that directs the heavier industrial processes to the east of the zone. It also provides for development of new premises to the west and especially along Commercial Road that will be suitable for the needs of, and therefore help to attract, new, more modern business.

New employment locations are also proposed at the Southern Gateway to the area and at White House Road to help attract a wider range of companies. Encouraging the provision of new and expanded services in the local centres for the residents will maintain Hendon and the East End's ability to provide a choice of work locally. Improvements to the pedestrian routes which link to the city centre will also help to increase the access to employment opportunities for residents of Middle Hendon and the East End.

Combined with action to provide a wider and better choice of housing for the families of today, this will ensure a strong link between the availability of jobs and housing continues to exist in the area.

Sunderland City Council has recently commissioned work to set out the future economic strategy for the wider city region that will assist in clarifying the role, type and level of accommodation of employment space that should be provided at Hendon and the East End. The Regeneration Framework will therefore need to evolve to reflect the strategy set out in the Economic Masterplan when this becomes available later in 2009.

Regeneration Framework

The Framework has been produced to guide the regeneration, and where appropriate the redevelopment of Hendon and the East End. This document has been produced in accord with local, regional and national policy. It is the aspiration of BotM that this piece of work will ultimately form a part of the future planning policy framework of the area. The Regeneration Framework seeks to direct investment in the area by both public and private bodies.

Key aspects of what shapes the 'community' have been identified and the desire expressed that these should be preserved and or enhanced through the Regeneration Framework. These include:

- Key buildings, such as the Barracks, the Donnison School and the Boys' orphanage;
- A strong community spirit;
- Sense of place;
- Living close to where you work;
- Thriving centre for enterprise;
- The continued development of the port and its links to the area;
- Local amenities for local people, particularly shops and sporting facilities; and
- Being well connected to the surrounding areas.

The Overall Spatial Framework shown overleaf draws together into a single plan the actions proposed under each of the 5 themes. Overall, the spatial framework seeks to establish a comprehensive approach to regenerating the Hendon and East End area. It addresses the area's shortcomings and maximises existing assets.

Overall Spatial Framework



Delivery Strategy

The strategy for delivering the scale of physical change that continues to be required in Hendon and the East End is intertwined with the development market nationally and locally.

The potential funding sources that may contribute to the delivery of the framework are considered, particularly those outside the development market. Those relevant to each project are identified, along with the likely timescales for delivery.

Public funding can be secured from a variety of sources most of which are constrained. The conclusions from a check on what might realistically be available is summarised in the table below. This table is not intended to be fully comprehensive but to provide an indication of the most likely sources of public funding.

Short and Medium Term Public Funding Opportunities

Source	Conclusion
Sunderland City Council Capital Budget	Budgets are committed in the short/medium term. Opportunities for long term funding will be determined by the contribution that projects make to achievement of the objectives of the Sunderland Strategy and the Council's improvement priorities.
Sunderland City Council Revenue Budget	Revenue budgets are under pressure and are likely to remain so in the current climate.
Future Section 106 contributions	In the short term no future contributions are assumed. In the medium term contributions could be obtainable from new residential development if the statutory planning policies support this. However, development values in Hendon and the East End make this unlikely to be a major source. Government Circular 05/2005 on Planning Obligations (Section 106) provides for contributions from individual developers to be 'pooled' to enable the provision of the infrastructure and facilities required to address the cumulative impacts of development.
Business Rate Supplement	This could be introduced as envisaged in CLG's recent consultation paper. This is not envisaged to be a source of funding in the short term.
Homes and Communities Agency (HCA)	The HCA aims to help local authorities bring together their housing and regeneration priorities into a single, comprehensive plan; addressing four key themes of activity: <ul style="list-style-type: none"> • Growth • Affordability • Renewal • Sustainability Current budgets are committed to priorities including Sunnyside, Vaux, Holmeside and Gentoo's renewal programme. Opportunities may exist in the medium/longer term to enable delivery of mixed communities on the larger sites in the framework area.
One North East	The Regional Funding Advice (2009) identifies the following priorities for the RDA support in Sunderland: <ul style="list-style-type: none"> • Improving the supply and quality of the residential offer; developing long terms plans for sustainable housing supply in Hendon. • Creating an integrated and effective transport network, including the Sunderland Strategic Transport Corridor to facilitate regeneration of the south bank of the River Wear and facilitate connectivity between the port, city centre and national road network. There may be opportunities to exploit funding being directed at broader based actions such as support for access by communities at the margins of economic activity to new economic opportunities and increasing the skills

	levels available in the workforce, ensuring that they meet employer needs.
Sunderland Arc	Investment in the Hendon Industrial Area is identified as a Priority Three project. The Business Plan (2008) notes that limited resources will initially be directed towards Priority One and Priority Two projects. There may be the opportunity for support in the medium/long term.
Lottery and Charity	The Lottery programmes change all the time. There may also be the opportunity for a variety of charitable and business sources.
Working Neighbourhoods Fund	The new fund will replace Communities and Local Government's Neighbourhood Renewal Fund and incorporates the Department for Work and Pension's Deprived Areas Fund to create a single fund.
European funding available through One NE	For the 2007-13 period, the Government is delegating the implementation of the European Regional Development Fund (ERDF) to One North East. ERDF is economic development funding for regions which are encouraging structural economic change. The region is to receive about £255m from ERDF up to 2013.
Community Infrastructure Levy	Detailed proposals for the introduction of the Community Infrastructure Levy (CIL) were published for consultation by the Government in July 2009. There could be potential funding from the CIL which will be a new charge which local authorities in England and Wales will be empowered, but not required, to charge on most types of new development in their area. CIL charges will be based on simple formulae which relate the size of the charge to the size and character of the development paying it. The proceeds of the levy will be spent on local and sub-regional infrastructure to support the development of the area.

General Approach and Delivery Mechanisms

Funding regeneration interventions, particularly development activity will be a challenge for Hendon and East End in the foreseeable future. Due to testing market conditions, the private sector will be less willing to invest, particularly in terms of upfront spend associated with assembling sites, undertaking remediation and bringing forward redevelopment on the ground. Falls in rental and sale values will reduce the level of planning gain receipts, which may have been achievable in a better market.

Securing an appetite in public partners to intervene in the area will therefore be important to ensuring that momentum is not lost to regenerate the area. It is clear that the funding and resources needed to deliver the projects identified in the Framework will not be available in easily predictable quantities and timing. The ramifications of this are anticipated in the approach which aims to:

- Avoid excessive interdependencies.
- Develop a modular programme that can be delivered on a phased basis as and when resources are available.
- Create opportunities to attract third party funding.
- Limit dependency on large 'statement' projects that might not be deliverable and which would imply a need to risk large sums in project development work.

Priorities

Reflecting the priorities for change, the priorities for implementation during the short term (to 2012) include:

Implementation Priority Actions

Strategic Change	Action
Enable Development sites	<ul style="list-style-type: none"> Subject to the outcome of the city Retail Study, produce development brief for White House Road, incorporating convenience retail, community and residential uses; promote the site through the Core Strategy,¹ Allocations Development Plan Document (DPD)², development management policy and marketing; assemble the site and undertake site preparatory work. Working with the landowner, produce a development brief for the Southern Gateway site, incorporating residential, community/local retail and employment uses.
Retail Improvements	<ul style="list-style-type: none"> Design proposals for revised parking arrangements and streetscape on Villette Road, alongside a financial grant to encourage investment in the frontages, to increase footfall.
Housing improvements/renewal	<ul style="list-style-type: none"> Secure a start on the proposed housing development on the Amberley/Harrogate Street site; Complete the 'Transforming Hendon' housing renewal programme for Middle Hendon; Pilot improvements to a Long Street back alley.
Employment generation	<ul style="list-style-type: none"> Develop to planning approval stage a proposal for an incubator/managed workspace development within the existing employment zone, on Commercial Road.
Environmental/accessibility improvements	<ul style="list-style-type: none"> Develop transformational proposals for further landscaping and artwork along Commercial Road/ the Southern Distributor Road to improve the pedestrian/cyclist experience and the gateway role of the route.

The improvement projects which have been identified are set out below (by project reference) with the timescale for implementation and likely funding source identified for each. The timescales indicated are as follows:

- Short - by 2012
- Medium – 2012 – 2016
- Long – 2016 onwards

Funding and Timescale for Implementation

Reference	Project	Timescale	Funding
Theme 1: Legacy & Heritage			
LH1	Design Guidance	Short	SCC
LH2	Design Briefs	Short-Medium	SCC/ Private
LH3	Retention and re-use of historically important buildings	Medium-Long	SCC/ Private/ Sunderland Arc/ Lottery/ Charity
LH4	Sporting Facilities	Medium-Long	SCC

¹ The Core Strategy is the key Local Development Framework Document which sets out the spatial vision and objectives for the development of the city and thus identifies areas for regeneration.

² The Allocations Development Plan Document (DPD) is another key element of the Local Development Framework (LDF) and identifies appropriate development sites to deliver the objectives of the Core Strategy.

Reference	Project	Timescale	Funding
LH5	Detail Characterisation	Short	SCC
LH6	Community History and Legacy project	Short	SCC/ Charity
Theme 2: Local Amenities			
Open Space			
LA1	Upgrading the Allotments	Short-Medium	BotM/ SCC
LA2	Upgrading Parks	Medium-Long	SCC
LA3	Long Streets Public Space	Medium	SCC
LA4	Town Moor	Short-Medium	SCC/ Groundwork Trust
LA5	Other Public Space	Short-Medium	SCC/ Groundwork Trust
LA6	Hendon Beach Water Quality	Long	Environment Agency/ Northumbria Water
LA7	Open Space Maintenance	Medium/Long	SCC
Local Centres			
LA8	Re-use of former Health Centre	Short-Medium	SCC/ PCT/ Private Sector
LA9	Villette Road - Parking & access	Short-Medium	SCC
LA10	Villette Road - Public Realm	Short-Medium	SCC
LA11	Villette Road - upgrade to premises	Short-Medium	SCC
LA12	Middle Hendon Retail	Short-Medium	SCC
LA13	Middle Hendon Retail – Site identification/ assembly/ promotion	Medium	SCC/ Private Sector
LA14	Middle Hendon Retail	Medium-Long	SCC/ Private Sector/ HCA
Accessibility			
LA15	Southern Gateway Site	Medium-Long	SCC/ Private Sector/ HCA
LA16	Public Transport 'community transport'	Medium	SCC
LA17	Public Transport School Access	Medium	SCC
LA18	Coast and Promenade	Medium-Long	SCC/ Private Sector
Theme 3: Great Streets for People			
Streetscape			
GS1	Streetscape - Local Centres	Medium	SCC
GS2	Streetscape - Residential Areas: Long Streets.	Medium	SCC

Reference	Project	Timescale	Funding
GS3	Streetscape - Other Residential Areas	Short-Medium	NDC for 'Transforming Hendon' programme in Middle Hendon and the former Harrogate and Amberley Street housing scheme
GS4	The Spine	Medium	SCC
GS5	Upgrading Public Space	Medium	SCC/ Sunderland arc
Gateways			
GS6	Gateways – Primary	Medium	SCC/ Private Sector
GS7	Gateways – Secondary	Medium	SCC/ Private Sector
GS8	Gateways – Tertiary	Medium	SCC/ Private Sector
Southern Radial Route			
GS9	Southern Radial Route Artwork	Long	SCC/ Sunderland arc/ Private Sector
GS10	Southern Radial Route	Short-Medium	SCC/ Sunderland arc/ Private Sector
Parking			
GS11	Parking - East End	Short	SCC
GS12	Parking – security	Medium	SCC/ Private Sector/ RSLs
Strategic Links			
GS13	Strategic Links from City Centre/Grangetown to Hendon and East End	Medium-Long	SCC
GS14	Links to Coast	Long	SCC/ Private Sector/ Sunderland arc
Theme 4: Safe & Welcoming Neighbourhoods			
Improving Existing Stock			
SN1	Housing Adaptation Design Guide	Short	SCC
SN2	Selective Licensing of Private Landlords and Tenant Accreditation	Short	SCC
SN3	Residential Areas - stock improvements	Short-Long	NDC/ SCC/ HCA/ Private
Wider Housing Choice			
SN4	Middle Hendon - new housing sites	Short-Medium	NDC/ SCC/ HCA/ Private
SN5	Southern Gateway	Medium	Private/ HCA
SN6	UDP Defined Site	Medium	Private
SN7	Intensification - Other Infill / Gap Sites	Medium	NDC/SCC/HCA/Private

Reference	Project	Timescale	Funding
SN8	Wider Housing Choice - Full Cost Homes	Medium-Long	SCC/Private/HCA/One North East
SN9	Wider Housing Choice: Facilitation of 'intermediate market' sector housing	Short-Medium	SCC/Private/HCA/One North East/RSL
Safe and Welcoming			
SN10	Community Safety	Short-Medium	NDC/SCC
SN11	Public Realm Improvements	Short-Medium	SCC/Private
Theme 5: Local Employment			
Existing Employment Zone			
LE1	Employment Zone	Medium	SCC/Sunderland arc
LE2	Incubator / 'Grow On Space' / Managed Work Space	Medium	SCC/ Sunderland arc/ One North East
LE3	New Business Premises	Medium	SCC/ Sunderland arc/ One North East
LE4	SPZ	Short	SCC
New Employment Locations			
LE5	Southern Gateway Site: Preparation of a development brief	Short-Medium	SCC/ Private Sector
LE6	Southern Gateway Site: investigate the viability	Short-Medium	SCC/ Private Sector
LE7	White House Road	Short-Medium	SCC
Supporting Local Employment			
LE8	Local Centres Employment	Short-Medium	SCC
LE9	Addressing Worklessness	Short-Medium-Long	SCC/ PCT/ One North East
LE10	Skills Development - Schools	Short-Medium-Long	SCC
LE11	Skills Development - Post 16	Short-Medium-Long	SCC/ One North East
LE12	Skills Development - Entrepreneurs	Short-Medium-Long	SCC/ One North East/ SES
LE13	Skills Development - retail/other services	Short-Medium-Long	SCC/ One North East

Embedding the Regeneration Framework in Planning Policy

It is anticipated that the Hendon and East End Regeneration Framework will contribute towards the evidence base for the future planning policy framework for the area, and will continue to inform the regeneration of the area when the NDC programme ends in 2011.

BotM are keen that this comprehensive Regeneration Framework is used to help shape the future planning of Hendon and the East End. Sunderland City Council has advised that the Council may have resources to support the preparation of a Supplementary Planning Document (SPD) or a community plan based on the Regeneration Framework. If an SPD is pursued, the document cannot allocate specific sites for specific uses and the plan must expand on policy set out in the Core Strategy or Site Allocations Development Plan Document (DPD).

Sunderland City Council has recently revised the programme to bring forward the Local Development Framework for the City. The Core Strategy is planned to be adopted in November 2011.

SPDs may take the form of design guides, area development briefs, a masterplan or issue-based documents. The process means that SPDs can be adopted without an examination, making it a more streamlined process than other planning documents such as Area Action Plans.

As part of the Local Development Framework, SPDs cannot override adopted policies, but they must be taken into consideration when determining planning applications and consequently can have a large influence on decisions made in an area. If prepared in the right way, they can also provide an impetus for change if there is sufficient focus on delivery to ensure that proposals are achievable.

Should some form of SPD be brought forward for Hendon and the East End, it will therefore be for Sunderland City Council to decide whether or not a SA should be carried out. However, in accordance with best practice there would still be the need for at least a screening under EU Directives on Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA), possibly requiring either or both as a result. As with the SA, this should be carried out at the outset to help inform the option generation for the SPD. It is still necessary for the draft SPD to be subject to public consultation.

Co-ordinated Service Delivery

The improvement of service delivery by local authorities has been a common theme over recent years, with a view to improving efficiency as much as providing better services. The Local Government White Paper (2000) proposed that authorities should be required to develop community strategies

Sunderland City Council has embraced this process and has been working within the Sunderland Partnership (the Local Strategic Partnership since 2002) since 1994. This has a broad membership representing key stakeholders in the city. The partnership (and therefore SCC) is working towards the achievement of a long term vision for the city set out in the Sunderland Strategy and has adopted the five priorities it contains as its own Corporate Priorities (alongside four other improvement objectives).

The Council's annual strategic planning process requires the Council's directorates to demonstrate how the service improvement activity they undertake contributes to the priorities of the Sunderland Strategy, thereby strengthening the Council's strategic planning and the activity undertaken to deliver the Sunderland Strategy.

The Local Area Agreement (LAA) for Sunderland provides a shorter term focus for partnership activity and resource allocation. It also sets a framework for targeting activity at the agreed priorities and the development of further, improved joined up working at a local level.

The Council has recently restructured their longstanding Local Area Committees across the city, to support delivery of the LAA and provide a better link between residents, councillors and the council and to ensure that local views are represented. Hendon and the East End lies within the 'East' Local Area. A Local Area Plan has been prepared covering the period to 2011. This has involved extensive consultation with local people to identify the priorities

for action to address the five themes of the Sunderland Strategy and also focus activity and resources on the key issues for the area in which they live. This will allow both the council and its partners to continue to make a demonstrable difference in the quality of people's lives within their own community, in other words – ***local priorities focusing on local people.***

The vision and actions proposed in the Regeneration Framework for Hendon and the East End echo the priorities for the City Council as a whole and thus their implementation will benefit from the moves towards increased co-ordination of activity both within the Council and where it works with partners at the city and local area levels.

