CITY OF SUNDERLAND

CORPORATE IMPROVEMENT PLAN 2008/09 TO 2010/11
with
REVENUE BUDGET AND CAPITAL PROGRAMME 2008/09

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HOW TO USE THE CORPORATE IMPROVEMENT PLAN 2008/09 TO 2010/11

WHAT DOES THE CORPORATE IMPROVEMENT PLAN 2008/09 TO 2010/11 COMPRISE?

The Corporate Improvement Plan (CIP) 2008/09 to 2010/11 is the council's overarching Service Plan containing the plans of all of the council's Portfolios (including the estimated Revenue Budgets for the financial year) and the Capital Programme for 2008/09 to 2011/12. Reading the CIP gives a broad overview of what the council is doing in respect of its Strategic Priorities and Corporate Improvement Objectives (CIOs), what actions it intends to take over the financial year, and its plans for the following two financial years.

HOW DO I USE THE CIP?

The following description will help you find what you are looking for in the CIP.

Introduction
Provides an explanation as to the basis and the purpose of the CIP 2008/09.

The Council
Outlines the council's roles and responsibilities including: the context in which it operates, what the Strategic Priorities and CIOs are, how the council will realise its vision, performance improvement and monitoring arrangements, corporate health performance indicators, inspection framework and a financial overview.

The financial overview section provides background commentary to the issues the council has considered in setting the Budget and in preparing the Medium Term Financial Strategy.

The Portfolios
There are nine Portfolio chapters. Each chapter starts with an overview of the Portfolio followed by details of the individual services comprising it.

Portfolio Overview - is a summary of all the services that deliver the roles and responsibilities of the Portfolio. It also details the context in which the Portfolio operates, an analysis of its past performance (based on last year's CIP), how the Portfolio contributes to the CIOs, Key Actions for Portfolio Improvement and financial information.

Individual Service Pages - these mirror the Portfolio section but on a more detailed level. Each of the individual service pages describe the overriding aim of the service and what it is doing to achieve the aim, a table of key performance information, how the service contributes to the CIOs, Key Actions for Service Improvement, financial information and where to find further information.

Financial analysis is provided for each service, with information covering details of actual expenditure and income for 2006/07, revised forecast budget for 2007/08, and an estimate of service costs for 2008/09.

The financial analysis is broken down into subjective headings i.e. Employees, Premises, Transport, Supplies and Services etc. Income is identified separately against each service. The Total Budget represents the net cost of each particular service.

The analysis is further broken down into delegated and non-delegated items to reflect the council's delegation scheme.

Full time equivalent staff numbers relevant to each of the financial years are shown relative to each service budget.

Capital Programme
The Capital Programme provides an analysis by Portfolio of planned expenditure on an individual scheme-by-scheme basis for capital expenditure from 2007/08 to 2011/12, as well as expenditure incurred on those schemes up to 31st March 2007.

A summary is provided at Portfolio level of total planned expenditure and how this is to be funded.

Glossary
An explanation of abbreviations used throughout the document, including details of the Strategic Priorities, CIOs and job title abbreviations.

HOW TO USE THE CORPORATE IMPROVEMENT PLAN 2008/09 TO 2010/11

Index by Service
Alphabetical list of services contained within the CIP, together with their page numbers and Portfolio groupings.

IS THERE A SUMMARY VERSION OF THE CIP?

There is a summary version of the CIP, which is published as a separate document, setting out in concise terms what the council is doing to improve the services being provided to local people. The summary is a 'stand alone' document and anyone wishing to find out more about the council's services can do so via this. Unlike the full CIP, which is based around Portfolios, the summary layout is based around priorities and objectives.

The summary enables readers to quickly identify and understand the contribution all the council's services make to the delivery of its priorities and objectives, and demonstrates how, by working collectively, its actions achieve the priorities and objectives. It outlines and describes the council's priorities and objectives and provides an overview of performance. It also identifies the "Key Achievements", "Areas for Improvement" and "Actions for Improvement" in respect of the priorities and objectives and attributes them to directorates. Additionally, the summary includes key financial information and a record of Best Value Performance Indicators and contact information.

The summary document is available separately, and will be published in April/May 2008.

CITY OF SUNDERLAND

INTRODUCTION

It remains the council's continuing aim to improve the quality of life for all local people. This is the focus for everything that the council does. To succeed, the council needs to be sure about what people want from council services and then needs to ensure that it has the capacity and resources to meet its commitments.

Since 2004, the eight Strategic Priorities of the Sunderland Strategy and their aims as agreed by the Sunderland Partnership have provided the key strategic focus for the development of the city and its economic, social and environmental well-being. During 2007/08, the Sunderland Strategy and its priorities were reviewed to provide a refined, longer-term focus for the Sunderland Partnership and the city. As a key partner in the Sunderland Partnership, the new Sustainable Sunderland Strategy and its priorities are at the heart of the council's activities.

The council remains committed to improving its service delivery for the benefit of its customers. To demonstrate the council's commitment to the continuous improvement of service delivery and the use of resources the Corporate Improvement Objectives (CIOs) were redefined in 2006/07 to reflect and help realise the council's vision, and remain at the heart of the council's service improvements.

PLAN PURPOSE

The Corporate Improvement Plan (CIP) shows how council services are being improved and how these improving services are contributing to the priorities set out in the Sunderland Strategy 2004-2007, the new Sustainable Sunderland Strategy and the CIOs.

To achieve this, the CIP brings together detailed information about the council, its policies, services, plans, budget allocations and performance targets for the year 2008/09. The CIP is an essential reference document for all Members and officers seeking to identify the council's priorities and associated current and future action programmes for achieving those priorities. The CIP is the key document in making clear how the council is going to shape its business to deliver the priorities for the city, alongside its partners.

The CIP demonstrates how the council's policies, services and activities contribute towards achieving improvements in the quality of life for the people and communities of the city. It is the only single plan that focuses solely on the activities of the council and as such is the overarching service plan for the council. It is supported and strengthened by individual detailed and operational plans at directorate, service and team levels. The CIP is the key document that links the council's strategic planning process, strengthening both horizontal and vertical planning procedures.

One of the CIP's key strengths is in its ability to successfully promote and increase understanding of the current and potential issues that impact on the council and its services. As such, the CIP provides the ideal mechanism for identifying the relationships that exist between services and how activities contribute to the achievement of shared outcomes.

PLAN STRUCTURE

The CIP is divided into 11 chapters. **Chapter 1** provides an overview of the council including the environment the council operates in, its responsibilities, structure and priorities and a review of the performance management arrangements.

The following nine chapters provide more detailed information on the council's services and are laid out according to the current Cabinet Portfolio areas:

Chapter 2 - Leader and Deputy Leader
Chapter 3 - Resources
Chapter 4 - Children's Services
Chapter 5 - Adult Services
Chapter 6 - Planning and Transportation
Chapter 7 - Housing and Public Health
Chapter 8 - Neighbourhood and Street Services
Chapter 9 - Regeneration and Community Cohesion
Chapter 10 - Culture and Leisure

Chapter 11 contains details of the council's Capital Programme.

CITY OF SUNDERLAND COUNCIL

COUNCIL ROLES AND RESPONSIBILITIES

The Local Government Act of 1972 (enacted on 1 April 1974) established Sunderland Council as a "Metropolitan Borough", a council within the Metropolitan County of Tyne and Wear. Tyne and Wear Metropolitan County Council was abolished on 31 March 1986 and since that date Sunderland Council has been a unitary local authority. Sunderland was granted city status in 1992, the 40th anniversary of the Queen's accession, with Sunderland Council becoming Sunderland City Council.

The City Council is responsible for a wide variety of essential public services within its boundaries. The services the council must provide by law include:

- Children's services (including education and social services for children)
- Adult services (including care for elderly and disabled people, other vulnerable groups and social services for adults)
- Strategic planning (including location planning for housing, industry, shopping, leisure facilities and transport)
- Development control
- Environmental protection and conservation
- Public libraries
- Waste disposal and collection
- Trading standards
- Licensing functions
- Emergency planning
- Transport (including roads, footpaths and other highways matters)
- Services for the homeless
- Environmental health (including food safety, noise, pest and pollution control)
- Private sector housing control
- Registration of births, deaths and marriages
- Burial and cremation services
- Collection of council tax and business rates
- Other financial matters, such as housing and council tax benefits.

The council also works with the other four councils in Tyne and Wear, through Joint Authorities, to provide Police, Fire and Rescue, Civil Defence and Transport services.

Operational Structure

The council's main office is the Civic Centre, Sunderland. The Civic Centre is the venue for most council meetings. Area committee meetings are held locally where possible.

The council currently has 10,683.0 Full Time Equivalent posts, these are currently carried out by 13,808 employees (this does not include casual members of staff, supply teachers and Connexions Tyne and Wear employees).

The city comprises 25 electoral wards. 3 councillors represent each ward. There are 75 councillors - 53 Labour, 17 Conservative, 1 Liberal Democrat, and 4 Independent. Each councillor is elected for a four-year term. The council year runs from May to the end of April with local elections usually held in May three years in every four. One third of the councillors in each ward are elected at each local election. Councillors, supported by officers, decide the council's budget and spending, policies and strategies.

Council Structure

In a referendum in October 2001 the Sunderland electorate rejected a council structure based on a directly elected Mayor. Consequently, a new Constitution with a Leader and Cabinet model was introduced in May 2002. The Constitution sets down clear procedures and lines of responsibility to ensure that the council remains accountable to local people, and sets out rules for governing the council's business.

The Constitution has been in operation for over five years and the council has previously approved six revisions to it to reflect legislative changes, which placed new responsibilities upon the council and changes to the Cabinet Members' Portfolios and to Area and Review Committees. The most recent review of the Constitution was undertaken during 2007.

CITY OF SUNDERLAND COUNCIL

The council's reporting mechanism is illustrated below:

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                              │  Cabinet  │
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  │  Review  │   │   Area   │   │Personnel │   │Audit and │
  │Committees│   │Committees│   │Committee │   │Governance│
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│Standards │       │Planning  │ │Licensing │ │Regulatory│ │  Other   │
│Committee │       │and       │ │Committee │ │Committee │ │Statutory │
│          │       │Highways  │ │          │ │          │ │Committees│
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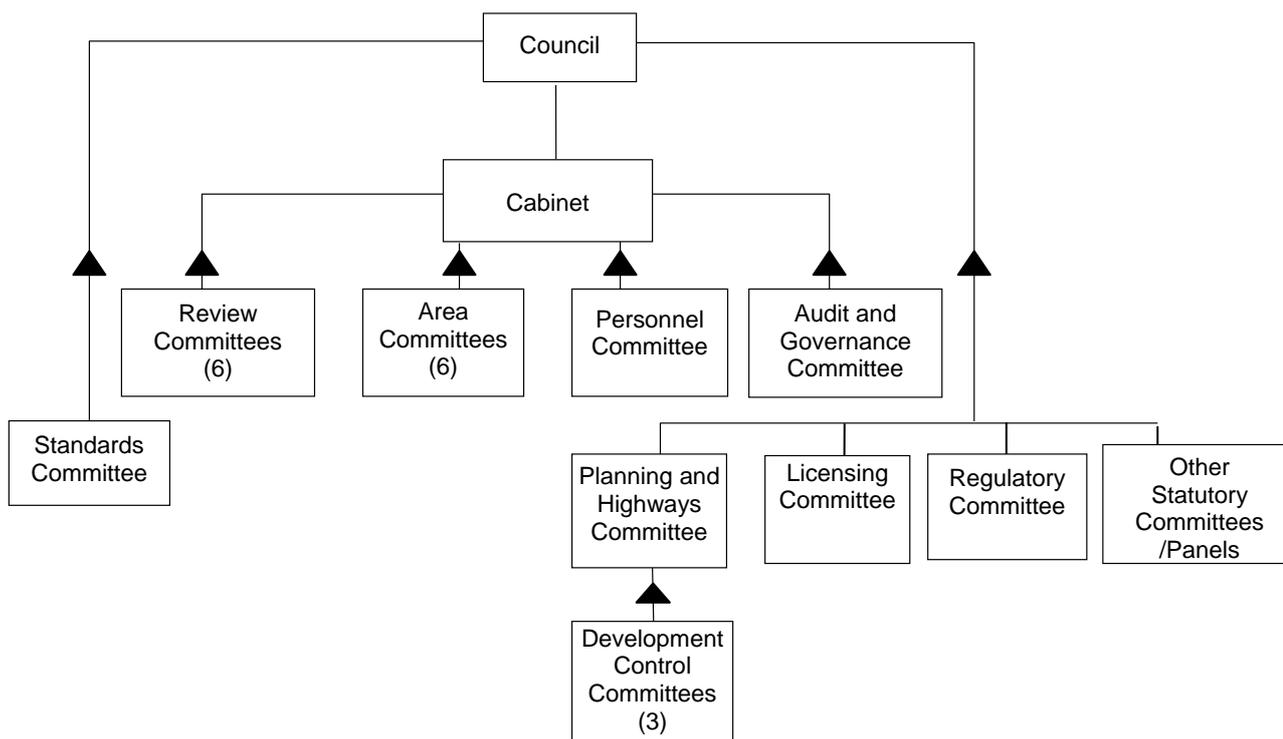
Meetings of the full Council are held bi-monthly in the Civic Centre. At these, the Council makes major decisions such as appointing the Mayor and setting the annual budget and Council Tax levels. It also considers the decisions and recommendations of the Cabinet and other council committees.

Following local elections, the majority group selects councillors to have a specific responsibility for an area of the council's activities (a Portfolio); these councillors meet as the Cabinet. This is the executive of the council and is responsible for decision-making. Cabinet meetings are held on a monthly basis and are chaired by the Leader of the Council.

The review of the council's Constitution undertaken during 2005 included a review of the Portfolios. Amendments were made to the responsibilities of the Portfolio Holders to ensure that the division of the Portfolios reflects:
▪ The major purposes of the council
▪ The equal status of Cabinet members
▪ The legal limitation of number
▪ The sensible bringing together of related or compatible functions.

The amendments also reflect the fact that the Leader of the Council has responsibility in respect of the whole range of functions of the Portfolio Holders.

The ten Cabinet Members as at 1 April 2008 are as follows:

Position	Cabinet Member
Leader of the Council	Cllr R. Symonds
Deputy Leader of the Council	Cllr P. Watson
Portfolio Holders:	
Resources	Cllr D. Allan
Children's Services	Cllr P. Smith
Adult Services	Cllr E. Timmins
Planning and Transportation	Cllr J. Lawson
Housing and Public Health	Cllr H. Trueman
Neighbourhood and Street Services	Cllr K. Rolph
Regeneration and Community Cohesion	Cllr B. Charlton
Culture and Leisure	Cllr M. Speding

CITY OF SUNDERLAND COUNCIL

Portfolio Responsibilities
The responsibilities of each Portfolio are as follows:

Leader/Deputy Leader: To provide leadership to the council on all matters and particularly all major strategic corporate cross-cutting and commercially sensitive issues and the Budget and Capital Programme, modernisation of local government, partnerships (including the Sunderland Partnership), external affairs, regional matters, chairing the Safer Sunderland Partnership, Comprehensive Performance Assessment/Comprehensive Area Assessment, equalities, inward investment, twinning, city image, City Centre Partnership, member development.

Resources: Overall responsibility for the efficient use of financial, ICT, human resources and asset management (including property), legal and democratic services, performance monitoring, risk management, procurement and efficiency champion, e-government champion.

Lead Member for Children's Services: Improving the life chances for young people (including corporate parenting), protecting them from harm, facilitating their health and development, securing their well-being and developing their potential through education including preparation for working life in fit for purpose facilities.

Lead Member for Adult Services: Securing the social and health care of adults including the provision of adult and community learning and links with the University and colleges, mental health commissioning, supporting people including the disabled and carers.

Planning and Transportation: Building control, planning, land use, coast protection, emergency planning and local resilience, City Centre, highways, traffic and transportation, environmental policy, planned and structural highway maintenance, parking and road safety, port operations, heritage and design champion.

Housing and Public Health: Housing strategy, housing renewal, homelessness, specialist housing services, relations with Gentoo (formerly Sunderland Housing Group) and other private housing associations, private housing, trading standards, public and environmental health, registration, licensing and controlled drinking zones.

Neighbourhood and Street Services: Grounds and building maintenance, construction, facilities management, refuse collection, recycling, waste disposal, routine and reactive highways maintenance, cemeteries and crematoriums.

Regeneration and Community Cohesion: Regeneration, area frameworks, European grants, Job Linkage, community cohesion, economic development and business support, social inclusion including support to the Leader on safer communities development, relations with the Chamber of Commerce, New Deal, TyneWear Partnership.

Culture and Leisure: Libraries, arts development, museums, community associations, sports development, leisure and cultural facilities, tourism.

During 2003/04 the Cabinet cycle was strengthened by the introduction of Policy Briefings, to provide more detailed briefings on emerging issues. Key issues that require consideration by the Cabinet are published in advance in the Council's Forward Plan ensuring that openness and transparency are maintained.

The Cabinet's proposals in respect of the council's plans listed in Article 4 of the Constitution (the plans and strategies that must be approved by the full Council in accordance with the council's budget and policy framework procedure rules), are referred to the relevant Review Committee for further advice and consideration before going to a meeting of the full Council. The council's Article 4 plans and strategies are:
- Best Value Performance Plan
- Community Strategy
- Crime and Disorder Reduction Strategy
- Local Transport Plan
- Unitary Development Plan
- Plans and strategies which together comprise the Development Plan
- Development Plan Documents and the Statement of Community Involvement
- Statement of Licensing Policy
- Youth Justice Plan
- Children and Young People's Plan
- Corporate Improvement Plan
- Food Law Enforcement Service Plan
- Housing Strategy

- Adult Learning Plan
- Other plans and strategies, which the council may decide, should be adopted by the Council meeting as a matter of choice namely the Comprehensive Performance Assessment Action Plan.

Review Committees were established in 2002 to enhance the scrutiny role of the council with a greater focus on policy and service improvement. They are made up of councillors who are not members of the Cabinet and reflect the political balance of the council. The role of the Review Committees is to check that action agreed by the council or the Cabinet are in the interests of the people of Sunderland. Review Committees have the right to question the Cabinet's decisions before they are implemented, recommending in certain circumstances that the Cabinet review its decision. The Review Committees also review the performance of council services in relation to its policy objectives, performance targets and specific service areas. When reviewing a service, Review Committees may call on councillors, employees, members of the public and expert witnesses to give evidence and help them make decisions.

There are 6 Review Committees covering the following service and policy areas:
- Policy and Co-ordination
- Children's Services
- Health and Well-Being
- Environmental and Planning
- Regeneration and Community
- Culture and Leisure.

The terms of reference of the Council's Review Committees were included in the 2005 Review of the Council's Constitution and were amended to deal with new areas of the council's activity and to rectify omissions.

In the light of the Gershon review of efficiency in the public sector, it is now an explicit responsibility of all Review Committees during the course of their work, to identify opportunities for securing and demonstrating value for money and considering reports on this subject and performance generally.

Six Area Committees were created in 1999 to provide local residents with a greater say in council affairs. Their role is mainly a consultative one, considering reports of local concern and approving spending proposals within the limits of their delegated budgets. The Area Committees cover:

Coalfields Area Committee	-	Copthill, Hetton, Houghton, Shiney Row
East Sunderland Area Committee	-	Hendon, Millfield, Ryhope, St. Michael's
North Sunderland Area Committee	-	Castle, Fulwell, Southwick, St. Peter's, Redhill
South Sunderland Area Committee	-	Silksworth, Doxford, St. Chad's
Washington Area Committee	-	Washington Central, East, North, South and West
West Sunderland Area Committee	-	Sandhill, Barnes, Pallion, St. Anne's

The council also has a number of statutory, special or quasi-judicial (regulatory) Committees, which consider and make decisions about specific council services. These include:

Audit and Governance Committee	Licensing Committee
Development Control Sub-Committees	Personnel Committee
Disciplinary Appeals Panel	Planning and Highways Committee
Education Complaints Panel	Regulatory Committee
Education (Appointment of Governors) Panel	Regulatory Appeals (Door Supervisors) Panel
Grading Appeals Panel	Social Services Complaints Panel
Homelessness Appeals Panel	Standards Committee
Joint Consultative Committee	

Organisational Structure

In May 2002 and December 2003 the council streamlined 11 departments into 5 directorates. Further changes were made as part of the review of the council's Constitution during 2005, and in 2007. The council's current organisational structure is illustrated below.

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│Housing │ │Services│ │Services│ │and      │ │and       │
│and Adult│ │        │ │(See     │ │Cultural │ │Regeneration│
│Services│ │        │ │below)  │ │Services│ │          │
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│Elections │   │Deputy Chief Executive│ │City Solicitor│ │City Treasurer│
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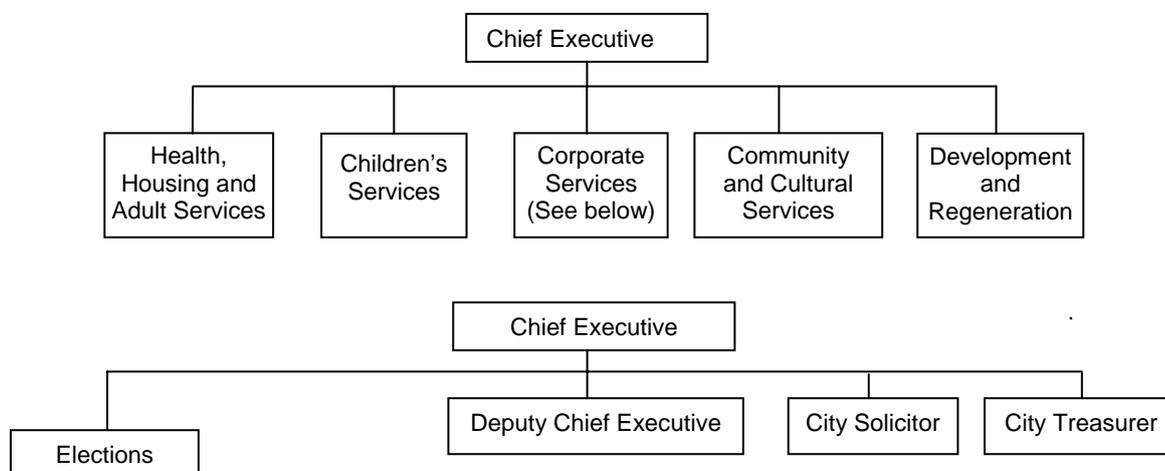
The **Chief Executive** is the head of the council's paid service. He is the chief advisor on all matters of policy and has overall responsibility for ensuring that the council's programme is carried out.

Health, Housing and Adult Services protects and supports vulnerable adults, including the hundreds of people who may need its services at times of personal or family crisis. Others may require help and support to enable them to live as independently as possible in the community. It also delivers on all Housing matters relating to the City with a view to improving the quality, choice and range of housing in sustainable and safe neighbourhoods.

Children's Services is responsible for children and young people across the city. It brings together services which will improve outcomes for all children across health, safeguarding and achievement.

Corporate Services has responsibility for a range of strategic, corporate support and front line services including corporate policy, performance improvement, marketing and communications, social and economic regeneration, European and external funding, business investment, community safety, area coordination, employment and training, accountancy services, exchequer services, insurance and risk management, internal audit, corporate procurement, personnel, equalities and diversity, legal and democratic services, ICT, council tax collection, housing and council tax benefits.

Community and Cultural Services has responsibility for strategy development and service delivery over a wide range of front line services and areas, which include street care, refuse collection and recycling, parks, environmental health and trading standards, licensing, highways and building maintenance, cemeteries and crematorium, school meals, meals at home, building cleaning, customer services, sport and leisure, community development, libraries, arts, museums, resorts, tourism and events.

Development and Regeneration is responsible for services to support the physical regeneration of the city. These include the functions of the local planning and highway authority, property services and the Port of Sunderland. It is also the lead for emergency planning, sustainability, urban design, building control and emergency services.

Partnership Arrangements

The council works in partnership with other organisations locally, primarily through the City of Sunderland Local Strategic Partnership (the Sunderland Partnership) as well as regionally, nationally, and increasingly internationally. It also supports and has representatives on a wide range of other organisations, including joint committees and authorities, companies, trusts and charities.

STRATEGIC PRIORITIES AND OBJECTIVES

The council is working to achieve of the Sunderland Partnership's five Priorities which will contribute to the transformation of the city and four Corporate Improvement Objectives which will assist the transformation of the council. These priorities and objectives form the basis of much of what the council does.

Sunderland Strategic Priorities

The Sunderland Partnership provides the key strategic focus for the development of the city and its economic, social and environmental well-being. The Partnership, which was created in 1994 and accredited as the city's Local Strategic Partnership in 2002, provides the key strategic focus for the development of the city and its economic, social and environmental well-being. The Partnership is chaired by the Canon of Sunderland Minster and each of the key agencies in the city are represented at a senior level on the Partnership Board. The Partnership is currently only one of four in the northern region with a 'green light' assessment from Government Office North East (where a 'green light' is at the top end of a traffic light system and signifies good progress, an 'amber light' means mixed progress and a 'red light' is highly problematic).

In addition to the council, the members of the partnership comprise:
- The University of Sunderland
- City of Sunderland College
- North East Chamber of Commerce
- Northumbria Police
- Tyne and Wear Fire and Rescue Authority
- Business Link Tyne and Wear
- Sunderland Teaching Primary Care Trust
- City Hospitals Sunderland NHS Trust
- Learning and Skills Council (Tyne and Wear)
- Job Centre Plus
- Sunderland Echo
- Sunderland Community Network
- Gentoo (formerly Sunderland Housing Group)
- Sunderland ARC
- Government Office North East (in an observational role)
-

The Sunderland Partnership is developing its shared, long-term vision for Sunderland around the theme of "*Sunderland for a Better Future*" - a city which is thriving and welcoming, offering a high quality of life.

To set the framework for the journey towards realising the vision, the Partnership is currently developing the new Sunderland Strategy, which will provide a single, co-ordinated focus for the efforts and resources of partners from 2008 to 2025. This Strategy will, like the previous Sunderland Strategy, incorporate the Sustainable Communities Strategy into one document, articulating the Sunderland Partnership's vision, aims and objectives for the city.

The Sunderland Strategy 2008-2025 will build on the progress of the previous Sunderland Strategy (2004-2007) and on the Partnership's increased understanding of its priorities and ambitions for the city. The previous strategy was based on eight, shared medium term Strategic Priorities for action - the areas where developments and improvements were most needed in order to move towards the vision for Sunderland. Thematic Partnerships were established for all priorities and in 2006, the key targets under each of the Strategic Priorities were further developed and refreshed through the Local Area Agreement (LAA), which was used to provide a focus for what were considered to be the priority short-medium term actions for the Partnership.

The 8 Strategic Priorities in the Sunderland Strategy 2004-2007 were:
- Creating a prosperous City (SP1)
- Extending cultural opportunities (SP2)
- Improving the quality choice and range of housing (SP3)
- Improving health and social care (SP4)
- Reducing crime and the fear of crime (SP5)
- Raising standards and increasing participation in learning (SP6)
- Developing an attractive and accessible City (SP7)
- Creating inclusive communities (SP8)

Taking account of the considerable progress and achievements to date, for its third Sunderland Strategy the Partnership is refocusing its priorities and establishing a longer term vision for the city - one which can set a clear framework for short-medium term objectives and targets including the updated LAA 2008-2011.

From 2008 onwards, the key aims and challenges for the Sunderland Partnership will be:
▪ To develop a strong and diverse economy in the city, where people are able to fulfil their potential
▪ To make Sunderland a place where everyone feels welcome, in communities that are safe, inclusive and successful
▪ To support people in Sunderland to enjoy the best health they can, and to live independently
▪ To develop Sunderland as a sustainable city, with a high quality built and natural environment
▪ To support people in Sunderland to learn and grow throughout their lives and to have a sense of well being

The achievement of these aims will be supported by actions and delivery of services under 5 emerging themes:

1. Prosperous City: Sunderland will be a sustainable and enterprising city with a strong and diverse economy to provide jobs and careers for future generations. Sunderland will be a city where everyone has the opportunity to contribute to and share in the Region's prosperity.

2. Healthy City: Sunderland will be a city where everyone can be supported to make healthy life and lifestyle choices. It will be a city that provides excellent health and social care services for all who need them. Our intent is that everyone in Sunderland will have the opportunity to live long, healthy, happy and independent lives.

3. Safe City: Sunderland will be a city where you are, and feel, safe and secure where you can enjoy life without the concerns of being a victim of crime or being harmed.

Sunderland will be a city where you are empowered to make rational choices about your personal safety and where you are not prevented from carrying out your daily life by fear for your personal safety

4. Learning City: Sunderland will have a thriving learning culture that everyone can access in a cohesive, inclusive city committed to social justice, equality and prosperity. Learning in Sunderland will support the city's economy and enable individuals to thrive in the global economy.

5. Attractive and Inclusive City: We will celebrate Sunderland's natural and built environment, its heritage and its people, to make Sunderland a place that is recognised inside and outside the city as an attractive and accessible place to live, work, study and visit. Sunderland's physical environment will support everyone in the city to feel secure, to be fit and healthy and to achieve their aspirations, now and in the future.

Delivering the Sunderland Strategy
The delivery plans that underpin the Sunderland Strategy will be used to articulate how partners will focus on specific elements of the strategic priorities. An extensive consultation exercise is underway that will enable organisations and communities across the city to refine the direction of the partnership and shape the future of their localities and the city.

The city recognises the need to operate at the appropriate spatial level in order to achieve success. The long-term vision of the city has been developed with reference to key regional strategies (e.g. the Regional Economic Strategy and Regional Spatial Strategy) as well as key local strategies (e.g. the Local Development Framework (LDF) and the Image Strategy). At a local level, Local Area Strategies, one for each of the city's six Area Regeneration Frameworks, will respond to the challenges set out in the Sunderland Strategy and feed into the LAA targets and action plans. The LDF is key to the future of local areas and the council is working to ensure that the LDF, Sunderland Strategy and LAA are fully integrated.

The Partnership's strategic planning process is being updated. The intention is to create a simplified hierarchy of plans in which the Sunderland Strategy articulates the strategic and citywide ambitions and priorities supported by actions at a local level that will transform targeted neighbourhoods. Beneath it, a refreshed LAA will be structured to provide the clear short and medium term commitments that will make measurable, ambitious, contributions to the shared aspirational priorities. Agreements or programmes for each of the Sunderland Strategy's priorities will raise awareness and understanding of the commitment set out in strategies and action plans from across the partnership which will provide the basis for increased partnership working, pooled resources, shared services and innovation where value can be added. The LAA will operate as a rolling programme of activity with performance management arrangements in place to enable partners to respond effectively to emerging issues.

CITY OF SUNDERLAND COUNCIL

Corporate Improvement Objectives

The council remains committed to improving its service delivery for the benefit of its customers. To demonstrate the council's commitment to the continuous improvement of service delivery and the use of resources, Corporate Improvement Objectives (CIOs) have been defined:

(CIO1) Delivering Customer Focused Services

CIO1/1 Putting the customer at the centre of service delivery *(Transformational Change)*
CIO1/2 Seeking customer feedback and views to shape services *(Customer Feedback)*
CIO1/3 Using the findings from reviews to shape and improve services *(Reviews)*
CIO1/4 Using ICTs to enhance service access and delivery *(e-Government)*

(CIO2) Being 'One Council'

CIO2/1 Developing and investing in our staff to deliver first class services *(Workforce Development)*
CIO2/2 Making all of our services and our workforce inclusive to all *(Equality and Diversity)*
CIO2/3 Building capacity to provide leadership and deliver effective services *(Capacity Building)*
CIO2/4 Improving council communications *(Communications)*

(CIO3) Efficient and Effective Council

CIO3/1 Ensuring a consistent performance framework and culture across the council *(Performance Improvement)*
CIO3/2 Ensuring services are provided in the most efficient, economic and sustainable way *(Efficiency, Value for Money and Resource Consumption)*
CIO3/3 Acquiring goods, works and services *(Procurement)*
CIO3/4 Using a standard methodology to manage projects effectively *(Project Management)*
CIO3/5 Delivering the Capital Strategy *(Asset Management)*
CIO3/6 Identifying, analysing, controlling and monitoring risks *(Risk Management)*
CIO3/7 Establishing robust plans and procedures for dealing with emergencies *(Business Continuity and Emergency Planning)*

CIO3/8 Using the outcomes and findings of audits to improve services *(Audits)*
CIO3/9 Delivering CPA improvements and preparing for CAA (*CPA/CAA*)

(CIO4) Improving Partnership Working To Deliver 'One City'

CIO4/1 Delivering the Sunderland Strategy Strategic Priorities, linked statutory requirements, LPSA2 and LAA *(Quality of Life)*
CIO4/2 Developing a strong Sunderland Partnership *(Local Strategic Partnership)*
CIO4/3 Developing and maintaining strong partnerships *(Partnerships)*
CIO4/4 Improving the city's image *(Image)*

The Corporate Improvement Objectives and their Priorities have been developed to help the council to achieve the challenging vision for the city and meet the very high standards associated with continuously improving our services to local people via the effective and efficient use of resources. This means constantly reviewing how all the resources at our disposal are being used and adopting new practices when and where necessary and appropriate. What each of the Corporate Improvement Objectives Priorities means in broad terms is outlined from page 55 onwards.

Structure of Plans

The council works within a variety of settings and at a regional and city wide level. Consequently there are a number of plans and strategies that inform the activity of the council. The relationships between these plans and the position of the Corporate Improvement Plan within the structure is demonstrated by the diagram below:
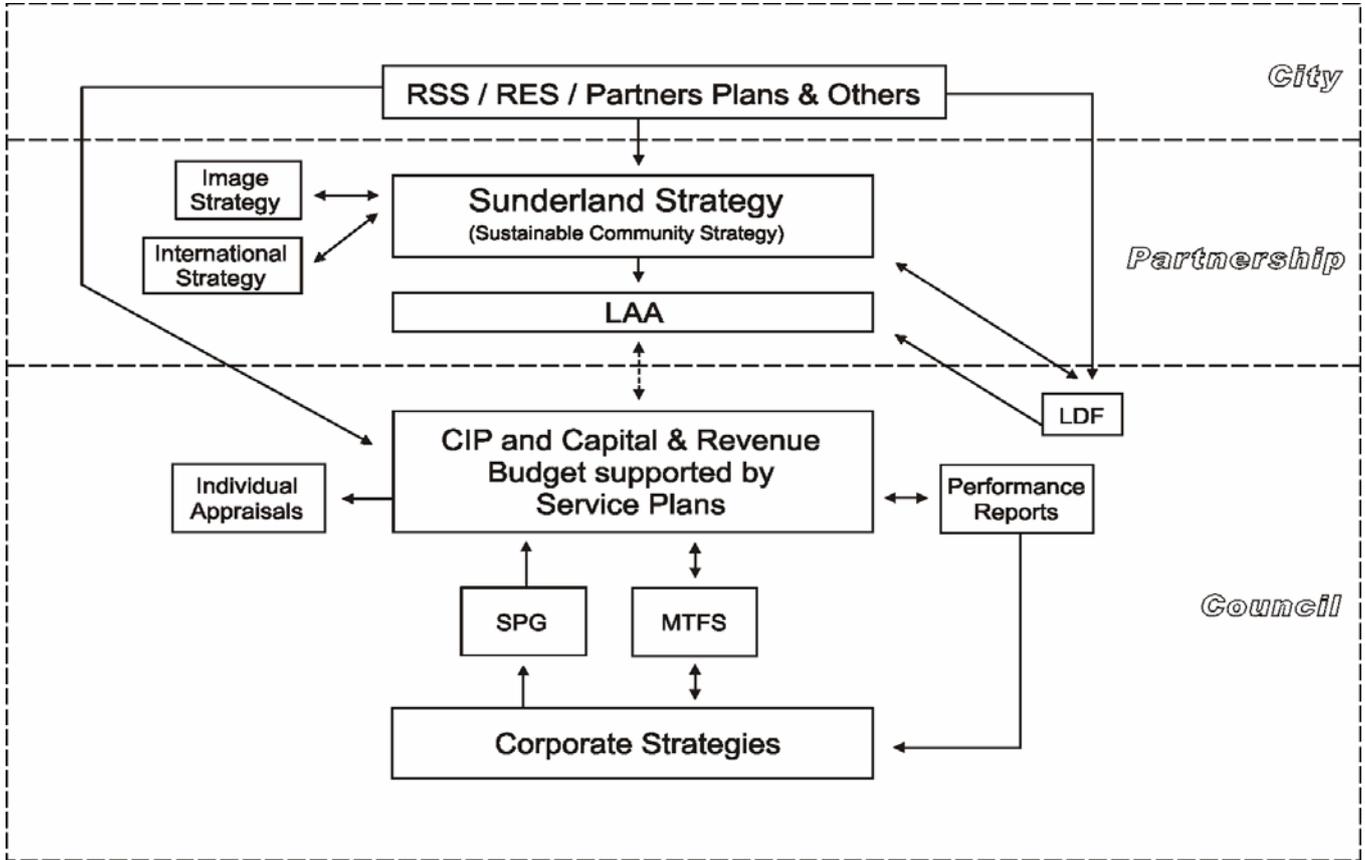
KEY:
CIP: Corporate Improvement Plan
LAA: Local Area Agreement
LDF: Local Development Framework
MTFS: Medium Term Financial Strategy
RES: Regional Economic Strategy
RSS: Regional Spatial Strategy
SPG: Strategic Planning Guidance

OPERATING CONTEXT

The council operates in an environment of continuous social, economic and political change. Council activities and policies are regulated by statute at both the national and international level. The council is recognised as providing excellent public services, in addition the council has, and continues to play, a pivotal role in major new Government initiatives and pilots, and the development of national policies.

The following sections outline recent legislative changes and policy developments that will affect the roles and responsibilities of the council and the context in which it operates. How the council has, and is, responding to these changes in order to continue providing the best possible services to local people is set out throughout the Corporate Improvement Plan.

KEY STATUTORY CHANGES IMPACTING ON THE COUNCIL

National Policy
The Government's vision and proposals for constitutional renewal are set out in its Green Paper **The Governance of Britain**. The Paper explores the rights and responsibilities that shape the relationships which the people of the United Kingdom have with each other. It considers the relationship people have with the institutions of the state, at a local, regional and national level.

The document discusses how to modernise the role of the executive in our system of governance. It looks at the options to make both the executive, and Parliament, more accountable to the people and to reinvigorate democracy. Some of the reforms proposed will be taken forward immediately, and some in legislation in future sessions of Parliament. Some represent the first step towards a final outcome of renewing trust in the country's democratic institutions.

The Governance of Britain - The Government's Draft Legislative Programme, comprises an annual statement (this year's being the first) of the Government's proposed legislative programme for the forthcoming Parliament session to ensure that the Government is more open and transparent on its emerging priorities. It gives Parliamentarians and the public an opportunity to participate in the process in advance of the Queen's Speech.

Bills outlined in the programme that will impact on local government comprise:

Children in Care Bill - to reform the statutory framework around the care system to enable children and young people to receive high quality care and support and drive improvements in the delivery of services focused on the needs of the child.

Climate Change Bill - to create a long-term legal framework to reduce the United Kingdom's carbon dioxide emissions up to 2050 and beyond.

Criminal Justice and Immigration Bill - to take forward the Government's criminal justice reform agenda by reducing re-offending, protecting the public, promoting justice, improving access to justice and increasing confidence in the justice system.

Education and Skills Bill - to raise to 18 the minimum age at which young people can have education or training, and bring in the legislative changes needed to implement key elements of the Leitch Review into the United Kingdom's long-term skills needs.

Health and Social Care Bill - to:
- Create a new integrated regulator for health and adult social care, Ofcare, bringing together existing health and social care regulators into one regulatory body
- Reform professional regulation to enhance public and professional confidence and strengthen clinical governance as part of the Government's response to the Shipman Inquiry
- Include provisions to make a one off payment to all expectant mothers in the 29th week of pregnancy.

Housing and Regeneration Bill - to:
- Support delivery of housing supply through the creation of a new homes agency
- Reform social housing regulation to put tenants at the heart of social housing, increase choice and drive up standards
- Reform social housing to ensure that it is a modern and flexible service.

Local Transport Bill - to support the Government's strategy to tackle road congestion and improve public transport by ensuring local authorities have the right powers to take local action to meet local transport needs.

Pensions Bill - to enact the remaining provisions of our pensions reform package set out in the May 2006 White Paper "Security in retirement: towards a new pension system".

Planning Reform Bill - to streamline and improve planning including introducing a single consents regime for major infrastructure projects, establishing an independent infrastructure planning commission and further measures to improve the town and country planning system.

Planning Gain Supplement Bill - to:
▪ Create a major new levy to capture a modest portion of the land value uplift created at the grant of full planning permission and to generate additional revenue for investment in local and regional infrastructure
▪ Alongside the introduction of a Planning Gain Supplement, planning obligations in England will be reformed to help speed up the process, providing greater certainty for developers, and transparency for communities.

Regulatory Enforcement and Sanctions Bill - to:
▪ Further advance the Government's policy on better regulation by establishing the Local Better Regulation office as a statutory corporation
▪ Provide a framework for a range of alternative administrative sanctions for regulatory non- compliance.

The **Local Government Acts of 1999 and 2000** set out a challenging modernisation and improvement agenda for local government. In recent years the momentum created by the initial legislation has been sustained by a series of policy developments including the Government's 10-year vision for the future of local government which is based on assured standards of service delivery, devolving responsibility to local areas, flexibility in how services can be delivered and more choice for service users.

The **Local Government White Paper: Strong and Prosperous Communities** published in October 2006 outlines the Government's proposals to strengthen local leadership, enhance the role of frontline councillors, cut back the number of national targets, streamline inspection and broaden the scope of Local Area Agreements.

The key proposals of the White Paper are:
▪ A 'community call for action' enabling citizens to address serious or persistent problems across all local public services
▪ The reform of Parish Councils so that District and Unitary councils can create them, they can exist in London, quality parish councils get a power of well-being, but so that councils can choose to have an alternative form of community governance
▪ Encouraging neighbourhood management, community ownership and the management of assets
▪ Bids invited from councils for unitary status and for pathfinders on two tier working arrangements
▪ Councils to be required to adopt one of three political management arrangements (directly-elected mayor, directly-elected executive or indirectly-elected leader for four-year terms)
▪ The introduction of localised codes of conduct for councillors with a revised standards board role with greater freedom over councillors speaking and voting on local planning and licensing issues
▪ An independent review of the incentives and barriers to becoming a councillor and measures to promote more diverse and representative councillors
▪ Strengthened council overview and scrutiny powers, devolution to councils of bye-laws, fixed penalty notices and whole council elections (which could lead to single-member wards)
▪ A sub-national review of economic development and regeneration looking at where powers should sit, feeding into Comprehensive Spending Review 2007
▪ The reform of Passenger Transport Authorities with stronger powers to regulate bus services
▪ Work to develop Multi Area Agreements to support effective collaboration at the larger city-region level (but this need not only apply to cities) using the principles on which Local Area Agreements (LAAs) are based
▪ The encouragement of stronger leadership, including elected mayors where there is local support
▪ A new duty for upper-tier councils to prepare LAAs, and a duty for partners in the agreement to co-operate and have regard to LAA targets
▪ Strengthened Local Strategic Partnerships with council leaders expected to play a lead role
▪ New health and well-being statutory partnerships, greater involvement of the voluntary and community sector and duties and guidance around sustainable community strategies
▪ National outcomes to reflect priorities - with progress on national outcomes to be measured against a core set of 200 indicators and a maximum of 35 targets with 18 DfES targets on early years and performance
▪ An annual Comprehensive Area Assessment, replacing Comprehensive Performance Assessment, Joint Area Reviews, Annual Performance Assessment and Social Services star rating by March 2009 with the Audit Commission acting as a 'gamekeeper' on inspection
▪ Poor performance to be tackled through a sector-led approach with fall back powers for the Secretary of State to intervene
▪ Ambitious efficiency gains over the next few years to be achieved through collaboration across the public sector and greater competition in local government service markets
▪ Expectation that three year budgets for councils will mean three year council tax projections and three year agreements with the voluntary and community sector

- Community cohesion should be appropriately embedded in the new performance framework, Local Strategic Partnerships and the priorities of LAAs with tackling extremism becoming "core business", with the Commission on Integration and Cohesion to produce more detailed plans on this issue.

The **Local Government and Public Involvement in Health Act 2007** gained Royal Assent on 30 October 2007. The main elements of the Act are as follows:

Elections
The Act makes provision for councils to vary the form of elections between whole council elections and elections by halves or thirds. The Act also makes provision:
- for single member wards
- for local authorities to change the name of electoral areas
- for the date of local authority elections to be altered to match the date of elections to the European Parliament.

Executive arrangements
The Act will make significant changes to councils' executive arrangements. The main features of the new arrangements are:
- leader and cabinet executive: council elects the leader, who selects cabinet members
- mayor and cabinet executive: elected mayor selects cabinet members
- all executive responsibilities focused on the leader or mayor, who is responsible for own scheme of delegation
- both leader and mayor hold office for four years.
It is expected that the regulations will be in force from May 2009. Thereafter, a statutory timetable imposes a series of deadlines for the adoption of new arrangements by different types of authority.

Parishes
The process for creating local councils will be easier under the new regime. Principal councils will have the ability to start the review process leading to the creation of a parish council, which can also be triggered by a community petition. The review will make recommendations as to what new parish or parishes (if any) should be introduced, as well as considering the position of existing parishes. Groups of parish councils will be able to identify themselves as neighbourhood, community, or village councils.

Local Area Agreements (LAAs)
The Act requires councils to negotiate new LAAs with their respective Government Offices. A key feature of these LAAs will be the reduction of the number of targets they are required to meet and the selection of those that they are from a national indicator set. The new LAAs are due to be signed off in June 2008.

Building on the priorities identified by Local Strategic Partnerships, counties and all authorities with unitary responsibilities will lead partners in identifying Local Improvement Targets. These are targets for improving the economic, social, and environmental well-being of the area which relate to the responsibilities of:
- the local authority
- one or more partner authorities
- one or more other organisations that have responsibilities that are exercisable in the area.

Partners will be under a statutory requirement to cooperate in determining targets, which when agreed are submitted by the local authority to the Government Office. Once agreed, partners and local authorities must have regard to the targets. The local authority will publish a Memorandum of the LAA, which will be a public document. The LAA will be monitored and assessed through performance measures.

Joint Strategic Needs Assessment
Each local authority and Primary Care Trust (PCT) will have a duty to prepare and publish a Joint Strategic Needs Assessment (JSNA) to identify and assess the health needs of each social care authority. In preparing the JSNA, local authorities and PCTs have a duty to cooperate and have regard to guidance issued by the Secretary of State for Health.

Overview and Scrutiny
The Act extends council scrutiny powers. Overview and Scrutiny is expected to have a new locality focus with the increased potential for area based scrutiny reviews. In the context of Local Area Agreements:
- County and unitary overview and scrutiny committees will be able to require information from LAA partners
- Overview and scrutiny committees will be able to require a partner organisation to have regard to a report when carrying out its responsibilities.

Overview and Scrutiny committees will also be able to call and question individual ward councillors who have exercised powers within their wards.

Community Call for Action
The Act enables all councillors (in England) to refer matters for overview and scrutiny. Implementation of the Councillor Call for Action (CCfA) is expected by April 2008. The procedure under Section 19 of the Police and Justice Act 2006 which set up the "Community Call for Action", will be brought into line with the simpler CCfA in the Local Government and Public Involvement in Health Act. The power to originate a CCfA rests with individual ward councillors. The CCfA may cover any local government matter relating to any function of the authority and affecting the councillor's ward or constituents (excluding quasi-judicial issues such as planning and licensing).

Byelaws
The Act makes provision that councils will be given new powers to create byelaws and enforce them through the issuing of fixed penalty notices. These powers will come into force by Order, along with regulations as to their use. Although the scope of byelaws will be more limited than originally envisaged it can be expected that the scope will expand as Government gains more confidence in the process.

Best value: changes in the regime
The Act removes aspects of the best value regime in England, in particular the requirement on best value authorities to carry out best value reviews, and the framework of performance plans and indicators. It places a new duty on English best value authorities to actively involve representatives of local people in the provision of local services. It provides the Secretary of State with a new power to issue guidance to best value authorities on the general duty of best value. It gives Ministers the power to issue grants to promote or facilitate the economic, efficient and effective provision of services by best value authorities.

Best value: the duty to involve
Best value authorities in England (apart from police authorities) will be required to involve representatives of local people in the exercise of their functions, where they consider it is appropriate to do so. Authorities will be able to determine if and how representatives should be involved, taking account of guidance issued by the Secretary of State. The duty to involve sets out three ways of securing the involvement of representatives of local people, informing them, consulting them or involving them in other ways. Authorities will need to provide support for the process that is adopted.

Ethical standards
Clauses give effect to the Government's proposal for the reform of the regime relating to standards of conduct for local government. The proposals are aimed at devolving most decision-making on the conduct regime for local authority members to local authorities, with a revised, regulatory role provided for the Standards Board. The measures provide for local standards committees to make initial assessments of misconduct allegations and for review arrangements for those assessments that lead to no action being taken. The provisions also give powers for the Standards Board to suspend a standards committee's role in making initial assessments of allegations, and for the Board to issue guidance to standards committees and ethical standards officers.

Political restrictions
Provision is made for decisions in respect of local authority posts subject to political restrictions to be undertaken by standards committees rather than by the Independent Adjudicator and to enable the Secretary of State to issue an order to allow the maximum pay of political assistants to be linked to a point on a relevant pay scale specified by the order.

Patient and Public Involvement in Health and Social Care
The Act creates a new framework for consultation with patients and the public, with immediate effect. It requires social services authorities to recruit a local organisation to host a Local Involvement Network (LINk) by 31 March 2008. The Act abolishes the Commission for Public and Patient Involvement in Health and all Patients' Forums with effect from 1 April 2008.

The main elements of the LINks framework are:

Host organisations: Each social services authority procures a "host" to establish and support a LINk in each local authority area. The host must be independent of councils and health bodies.

LINk structures: LINks will be required to have a clear governance structure that includes the process for decision-making and defines how members are authorised to act on behalf of the LINk. Financial arrangements must be covered, as must how to deal with breaches of authority.

Responding to LINks: Health and social care providers will be required to respond to requests for information from LINks. Providers must also consider and respond to any reports and recommendations. Authorised representatives of LINks must be allowed to enter and view premises in which care is delivered.

Relationship between LINks and overview and scrutiny committees: LINks are able to refer "social care matters" to the appropriate overview and scrutiny committee. Committees need not act on every referral, but they must acknowledge receipt and "keep the referrer informed of the committee's actions in relation to the matter".

Transitional arrangements: Where it has not been possible to set up LINks by 31 March 2008, local authorities will be subject to "temporary duty", prior to 30 September 2008, to ensure that there are means to support LINks activities. Temporary arrangements could include the local authority providing support itself, or agreeing an interim contract with another organisation to provide support.

Duty to involve service users: All NHS bodies must make arrangements to involve service users and/or their representatives in the planning, delivery, development and decision-making in relation to health services. All health bodies must publish a report (expected to be annual) giving details of consultations it has carried out or proposes to carry out before making commissioning decisions. It must also report on "the influence the results of any relevant consultation had had on such matters".

Authority for local councillors to exercise functions
This provision allows a local authority to make arrangements for an individual councillor to exercise functions of the authority in relation to their electoral ward. Regulations will define what can be covered by excluding certain functions, and placing conditions on how such a function is exercised. This form of delegation will be decided upon by the executive in relation to executive functions (the leader under the new executive arrangements). In all other cases, it will be for the authority itself to decide.

Controlled entities
Regulations are planned that will introduce requirements, prohibitions or other regulatory measures covering local authorities' relationships with 'entities' with which they are closely connected. These provisions can be expected to cover bodies such as trusts.

Sir Michael Lyons was asked to carry out an Inquiry into local government finance in July 2004. His original terms of reference required him to consider the detailed case for changes to the present system of local government funding. In September 2005 the Government extended the terms of reference of the Inquiry to consider the strategic role of local government and how devolution and decentralisation could improve local services. In December 2006 the remit was extended again to consider the Barker report into planning, the Eddington report into transport and the Leitch report into skills. The Inquiry's report **Place-shaping: A Shared Ambition for the Future of Local Government** was published in March 2007. The overall conclusions of the Inquiry are:
▪ Local government's place-shaping role is crucial, particularly to improve satisfaction and well-being through local choice and flexibility, and economic prosperity through close working with business
▪ Central and local government need to work more closely together as part of a single system, with greater clarity about who is responsible for what, and with local people having a greater say in local priorities
▪ A 'mosaic of reforms' is needed in the short-term to address the most urgent problems, paving the way for more radical reforms in the longer-term. This would include reforms to council tax benefit, action on business rates and councils showing clearly on bills who is responsible for what
▪ Council tax should be reformed rather than replaced, but it is under too much pressure, is seen as unfair, and has some limitations in that it is not a naturally buoyant source of revenue.

Specifically, the Inquiry concludes:

- Funding reform should be consistent with the reform of local government as a whole. It should lead to greater local flexibility and choice, stronger national and local accountability and better incentives for local government. It must also lead to greater efficiency in local tax and spending and better management of service pressures
- Achieving a change in the balance of funding or the gearing ratio is not in itself an aim. Accountability does not rest solely on tax raising powers
- Change is necessary but there are no easy options
- Council tax remains a broadly sound tax, although it has become overloaded. It should remain as the main local tax
- Revaluation is an important part of maintaining a credible and up-to date tax base and should go ahead in the medium term
- Alongside revaluation, two new bands should be introduced at the top and at the bottom. The new top band would apply, in one option, to 5000 households, or 0.02% of all homes. A separate banding structure for Inner London could also be considered
- Council Tax Benefit should be renamed Council Tax Rebate. The savings limit should be raised to £50,000 for pensioners (from £16,000) and there should be other changes including streamlining the claiming procedure and data sharing
- Capital value taxation, as being introduced in Northern Ireland, is not a viable option in the short term and is not recommended
- Local income tax is a feasible option to replace all or part of council tax or to operate alongside it, but is not recommended in the short to medium term. It would be levied on the basic rate of income tax - 7.7p would raise the same amount that council tax does now, a supplement of 1p in the £ would raise £2.9 billion in 2006/07. It would be complex to implement and require a lead-in time of 6-7 years with additional costs of around £340 million to £520 million for set up costs for an option which would use the current Her Majesty's Revenue and Customs tax tables
- Authorities should make greater use of their powers under the Local Government Act 2003, with that power being extended to all authorities
- Local authorities should have the power to charge for domestic waste collection, but it would need to be thought out and subject to consultation
- Local authorities should be allowed to charge a tourist tax, but only if there is a robust evidence base and has local support. It is likely to be relevant in some areas only
- The Retail Price Index cap on the national level of business rate should be retained. A supplement to the business rate is supported, which would operate on a broader basis than the current Business Improvement District system. This should be retained by unitary authorities and metropolitan districts. For London and two tier areas it should be shared between tiers
- There should be consultation with businesses locally on economic development and a structure of accountability
- Reliefs and exemptions for empty properties should be reformed
- The grant system should allow for more incentives to grow tax bases, whilst not dramatically reducing equalisation
- The Local Authority Business Growth Initiative should be simplified to provide sharper incentives
- In the medium term, the Government should consider assigning a fixed proportion of income tax to support local government services, within the context of a new constitutional settlement between central and local government. In the short term there should be more information on council tax bills to show the true cost of local services.

The Government welcomed and noted the report and indicated that it would use this report to inform part of its Comprehensive Spending Review 2007, although it acknowledged that most of the recommendations could not be implemented at this time.

Sustainable Communities Act 2007
The Sustainable Communities Act 2007 gained Royal Assent on the 23 October 2007. The main thrust of the Act is to give local people more control over improving their community, by allowing a "Community Panel" to suggest ways local spending could be better used to improve local services and improve quality of life. The Act has a broad remit, with local services ranging from post offices and pubs to open spaces and social housing.

Local authorities will need to consider the way mechanisms in the Act will work alongside those in the Local Government and Public Involvement in Health Act 2007. In particular, to integrate with the work of the LSP on local improvement targets and LAAs and also the duty to involve.

The Secretary of State will invite suggestions from all councils to improve the sustainability of local communities. The suggestions can transfer functions and resources but must promote economic, social and environmental well-being. The Secretary of State must issue the invitation within one year of the Act gaining Royal Assent (i.e. before 23 October 2008).

The Act requires local authorities to have a representative "Community Panel" to discuss priorities for their community and to consult on any proposals. Local authorities are expected to "try to reach agreement" with the Panel on the proposals. The Panel should also consider ways to involve the most disengaged sections of the community.

Local authorities will be able to request local spending plans to help them prioritise actions. These plans will show all of the Government spending in their communities - from departments, agencies or quangos. The Secretary of State must make arrangements for the production of these reports within 18 months (i.e. before March 2009).

The Act also formally changes the reference to the "Community Strategy", as set out in the Local Government Act 2000, Local Government Act 2000 (Wales) and Planning and Compulsory Purchase Act 2004, to "Sustainable Community Strategy".

In the recently published Action Plan for Empowerment, CLG included the Act as part of the key actions. The consultation on shaping the regulations and guidance for implementation is planned for Autumn 2007.

Designed to tackle the problem of 'ghost town Britain', the Act aims to help projects turn around environmental and social decline in their area. Specific ideas for action will be selected that will remove some of the daily inconvenience and improve the quality of life in a community, whether it is re-opening the post office or a desire for local renewable energy. For many of these issues there is already local commitment but a lack of investment, this Act will allow functions and resources to be focused on pressing local sustainability issues.

A part of the Act that local authorities are likely to make use of is the potential for councils to request information on all Government spending in their area. This could be used by a community to suggest transferring funding from another Government funding stream they think is not currently effective in their community.

The Local Government and Public Involvement in Health Act also has an emphasis on improving community engagement in local decisions, notably, the duty on councils to involve local people in all their functions where it is relevant. Local people will have to be consulted on issues that will feed into the work of LSPs on Sustainable Community Strategies and LAAs.

The consultation on the regulations and guidance for the Act is expected from CLG in autumn 2007. This will be a useful point to feed in ideas about practical ways of implementing the two Acts to make them mutually supportive.

Without the regulations and guidance the provisions in the Act remain extremely vague and therefore detailed questions about its implementation will remain open ended for the time being. For example, no definition of a "community panel" has been given in the Act.

The Government's objective is to build a strong economy and a fair society, where there is opportunity and security for all. The **Comprehensive Spending Review 2007 (CSR 07) and Pre-Budget Report: Meeting the Aspirations of the British People**, presents updated assessments and forecasts of the economy and public finances, describes the reforms that the Government is making to achieve its goals and sets out the Government's priorities and spending plans for the next three years (2008/09, 2009/10 and 2010/11).

Overall, the CSR07 has delivered a challenging settlement for local government, with an average 1% increase in grant funding above inflation over the three year period. It also sets a high efficiency target of £4.9 billion.

A number of supplementary documents were published alongside the CSR07 including:
- A new set of Public Service Agreements and a single set of national indicators
- A Service Transformation Agreement
- An issues paper on reforms to the Local Authority Business growth Incentive (LABGI) scheme
- A White Paper on Business Rate supplements.

Spending reviews take place every two years and set fixed three-year Departmental Expenditure Limits and, through Public Service Agreements (PSA), define the key improvements that can be expected from these resources. They set out the policy and financial framework and departmental spending plans for the period.

The Government delayed the spending review that was due to be published in 2006, with the intention that the next review would be more wide ranging and comprehensive.

To inform the CSR07, the Treasury undertook a programme of analytical work and produced reports on cross-cutting issues, as well as commissioning a series of independent reviews. These include:
- Sub-national Review of Economic Development and Regeneration
- Lyons Inquiry into Local Government
- Barker Review of Land Use Planning
- Stern Review of the Economics of Climate Change
- Eddington Transport Review
- Leitch Review of Skills
- Children and Young People Review.

The Treasury also produced a detailed assessment of the long-term trends and challenges that will impact on public services over the next decade including demographic and socio-economic change, globalisation, climate and environmental change, global uncertainty and technological change.

A key element of the CSR07 preparations was an ambitious and far-reaching value for money programme, involving both further development of the efficiency areas developed in the Gershon Review, and a set of zero-based reviews of departments' baseline expenditure to assess its efficiency in delivering the Government's long-term objectives. The Treasury also recognised the need for a more strategic approach to asset management and investment decisions.

The policy and performance announcements of the CSR07 are focused around the following four key goals:
- Sustainable growth and prosperity
- Fairness and opportunity for all
- Stronger communities and a better quality of life
- A more secure, fair and environmentally sustainable world.

Key announcements for local government from the CSR07 comprised:
- An increase in Aggregate External Finance (AEF) Revenue Support Grant (RSG) and National Non Domestic Rates (NNDR) funding of 4.2% in 2008/09; 3.5% in 2009/10 and 3.4% in 2010/11. This amounts to real terms increases of 1.5%, 0.8% and 0.7% over the period of CSR07
- The Government expects that this will enable local authorities to keep council tax increases well below 5% in each of the next three years
- At least £5 billion of former specific grant and Local Area Agreement (LAA) ring-fenced grant will be delivered in the form of general grants that are not ring-fenced (RSG and Area-Based Grant)
- By 2010/11, £900 million previously paid through specific grants will have been paid through Area Based Grant
- The settlement announced Local Authority Business Growth Initiative funding of £50 million for 2009/10 and £100 million in 2010/11, with no funding outlined for 2008/09
- The Government is consulting on the technical detail of new powers to allow councils to implement a Supplementary Business Rate from 2010/11
- A 3% cashable efficiencies target (£4.9 billion over the duration of the CSR07), with councils supported by funding of £150 million and the continuation of the capacity building grant to help councils achieve the government's more challenging target
- A single set of priority outcomes for local government working alone or in partnership, a single set of 198 national indicators and there will be no mandatory targets for LAAs. Any and all targets reflecting national priorities (to a maximum of 35) will be negotiated through LAAs.

It was indicated as part of the Budget 2006 announcement, that the 2007 Comprehensive Spending Review would be informed by a series of policy reviews, one of which was a **Review of Sub-National Economic Development and Regeneration** to consider how to strengthen economic performance in regions, cities and localities throughout the country.

The review was led jointly by the Treasury, the department for Communities and Local Government and the Department for Business, Enterprise and Regulatory Reform and their predecessor departments.

The review outlines the Governments plans to refocus both powers and responsibilities to support its objectives to encourage economic growth and tackle deprivation at every level. Key proposals included:

- The key role of councils in leading economic development and neighbourhood renewal is recognised and there will be consultation on the creation of a "focused statutory economic development duty"
- The Government will be reviewing the financial incentives for councils, including:
- Options for reforming the Local Authority Business Growth Initiative, to give clearer incentives to support economic growth and greater certainty over rewards
- An assessment of the progress and impact of Business Improvement Districts and options for strengthening the model
- Reforms to neighbourhood renewal funding
- The Government will work with local government and business on developing proposals for a supplementary business rate and will report back later this year
- There will be a presumption that Regional Development Agency funds will be delegated to councils or sub-regional partnerships wherever possible, unless there is a clear case for retaining spending at a regional level
- There is a commitment to taking forward Lord Leitch's recommendations for the creation of locally-led employment and skills boards, building on existing partnerships where they exist
- The analysis in the report shows that "sub regions are in many respects the key spatial level around which growth is concentrated", so improving decision making at the sub-regional level is important to improving economic outcomes
- The Government will work with existing partnerships to develop Multi Area Agreements (MAAs) with the aim of having the first MAAs in place by June 2008. Consultations will be based on the principle that MAAs should be voluntary at the point of creation and should focus on activities where sub-regional working can add most value
- There will also be consideration as to whether legislation is needed for a duty to cooperate on local partners involved in achieving targets set in MAAs and whether partnerships could be given "funding certainty of longer than three years"
- The Government will also work with interested councils who want to establish statutory sub-regional authorities to pool responsibilities on a permanent basis for economic development policy areas beyond transport (planning and housing are mentioned as possible areas)
- A merger of Regional Economic Strategies and Regional Spatial Strategies is proposed, to produce a single integrated regional strategy setting out the economic, social and environmental objectives for each region
- Regional Development Agencies will be given executive responsibility for developing the integrated regional strategy and "Regional Assemblies in their current form will not continue". Instead local authorities in the region will be responsible for agreeing the regional strategy with the Regional Development Agency. Councils will also be responsible for scrutiny of Regional Development Agency performance. There will be further consultation on how to implement these reforms
- Regional Development Agencies will assume executive responsibility for the planning and transport strategy development that is currently carried out by Regional Assemblies and will be formally designated as the Regional Planning Body under planning legislation. The spatial planning aspects of the regional strategy will also be subject to an independent examination in public as at present
- The regional strategy will be agreed and signed off by the Secretaries of State for Communities and Local Government and Business, Enterprise and Regulatory Reform. The spatial aspects will then be issued by the Secretary of State for Communities and Local Government as a statutory document
- The Government will work with Parliament to agree arrangements for enhancing Parliamentary scrutiny of regional institutions and regional economic policy. This will include taking evidence and holding public hearings in the regions
- The Regional Development Agencies will play a key role in both the coordination and the delivery of business support in the regions. Business Link will continue to be developed ad the primary channel to Government support.

In November 2005, the Home Office produced the **Transformational Government Strategy**, which outlined three key areas:

- Services enabled by ICT must be designed around the citizen or business, not the provider, and provided through modern, co-ordinated delivery channels
- Government must move to a shared services culture - in the front office, in the back office, in information and in infrastructure - and release efficiencies by standardisation, simplification and sharing
- There must be broadening and deepening of Government's professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change.

The Home Office developed an implementation plan, aligned to the Comprehensive Spending Review, to ensure that the potential of Transformational Government is realised.

Budget 2006 announced that the Chancellor of the Exchequer had asked Sir David Varney to advise on the opportunities for transforming the delivery of public services, in particular by looking at how the channels through which services are delivered can be made more responsive to the needs of citizens and businesses.

Sir David's report to the Chancellor **Service Transformation: A Better Service for Citizens and Businesses, A Better Deal for Taxpayers** was published in December 2006 alongside the Pre-Budget Report. The key proposals were:

- Develop a change of circumstances service starting with bereavement, birth and change of address by 2010, to drive citizen and business focused cross-government working
- Improve Directgov and Businesslink.gov so they become the primary information and transactional channels for citizens and businesses, reducing the number of departmental specific websites, providing the Secretary of State for the Department for Work and Pensions (DWP) and the Paymaster General respectively with responsibility for the services
- Improve public sector contact centre performance by establishing performance targets and best practice benchmarks, reducing operating costs by 25 per cent releasing £400 million
- Take forward proposals to develop a cross-government identity management system to enable greater personalisation of services and to reduce duplication across government
- Building on a proof of concept project to share data between HM Revenue and Customs, DWP and 12 local authorities
- Establish new citizen and business contact roles and functions within departments to drive increased skills and capability to respond to citizen and business needs and to increasingly coordinate service delivery from a whole of government perspective
- Develop better coordinated and focused face-to-face services, through a cross-government estate strategy, underpinned with departmental plans for increased third sector delivery of these services and more mobile working; and
- Establish service transformation as a top priority outcome for government, underpinned by a detailed delivery plan and quantitative performance indicators which form the basis of a published annual report on service transformation.

A report on Community Management and Ownership by Barry Quirk, Chief Executive of Lewisham Council was commissioned as part of the Local Government White Paper, Stronger and Prosperous Communities. The final report: **Making Assets Work: The Quirk Review** was published in May 2007. The key recommendations are:

- The publication of comprehensive, up-to-date and authoritative guidance on all aspects of local authority asset management, including within it detailed and explicit guidance on the transfer of assets to community management and ownership
- The publication of a toolkit for local authorities and other public bodies on risk assessment and risk management in asset transfer to communities
- The provision of much greater access for local authorities and community organisations to expert advice and organisational development support relating particularly to the transfer and management by communities of land and buildings
- The smarter investment of public funds designated for community-led asset-based developments, where permissible, through the involvement of specialist financial intermediaries with expertise in the field and the ability to achieve high leverage ratios
- A major campaign to spread the word, through seminars, roadshows, training, use of the media, online and published information, and the dissemination of good practice, as well as promotion of "bottom up mechanisms" such as the proposed Community Call for Action and the existing Public Request to Order Disposal (PROD).

The final report from the Commission on Integration and Cohesion **Building United and Resilient Communities - Developing Shared Futures** setting out steps that need to be taken to build strong, cohesive and integrated communities was published in June 2007.

The independent commission chaired by Darra Singh was tasked with considering what local and practical action is needed to overcome the barriers to integration and cohesion. Over the course of a year the Commission visited towns and cities across the country gathering evidence on how communities are taking action in response to their own circumstances and particular cohesion challenges.

The Commission's report puts forward a wide-ranging set of recommendations for practical action to address cohesion and integration issues at a local level, along with suggestions for a national framework to support these. Some of the key areas covered by the report include how English language speaking is promoted and supported, developing a new role for local authorities with strengthened support from national government and how a renewed focus could be put on citizenship. The report underlines the need to move away from a single approach towards more sophisticated analysis and tailored local solutions in order to make communities more resilient and united in dealing with the present and future challenges. It stresses the need for a more local approach in each area.

The **Corporate Manslaughter and Corporate Homicide Act 2007** came into force on 6 April 2008. The Act sets out a new offence for convicting an organisation where a gross failure in the way activities were managed or organised results in a person's death. Under a new approach, courts will look at management systems and practices across the organisation, providing a more effective means for prosecuting the worst corporate failures to manage health and safety properly.

All employers must already comply with health and safety legislation and the Act does not affect those requirements. However, the introduction of the new offence is an opportunity for the council to satisfy itself that the systems and processes for managing health and safety are adequate.

Section 17 of the Crime and Disorder Act (1998) states that **all** local authorities and their employees **must** consider the impact, direct or indirect; their work might have on crime and disorder and community safety.

This means authorities should consider whether their actions may lead to a reduction in crime or *risk* of crime; or whether they may contribute to an increase in crime and disorder or actually increase the risk of crime and disorder.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The amended definition places specific duties on responsible authorities and ensures they consider the implications of local authority decisions on crime and disorder, substance misuse, anti-social behaviour and behaviour adversely affecting the environment.

The amended definition of **Section 17 states**:

"Without prejudice to any other obligation placed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it can to reasonably can to prevent, (a) crime and disorder in its area including anti-social behaviour and other behaviour adversely affecting the local environment); and (b) the misuse of drugs, alcohol and other substances in its area".

This means that the council needs to consider the impact that *any* of its actions has on crime and disorder **even if their work does not fall into the crime and disorder remit.**

Ignoring Section 17 as an authority or employee of the authority could be deemed as non-compliance and would leave the authority vulnerable to legal challenge which can be from an individual, business, or voluntary or community group if they feel the authority has not done all it 'reasonably' can to consider crime and disorder. Reasonableness is a key factor and indicates the need for evidence of the authority's understanding and/or compliance with its duty.

Equalities: Changes in equality legislation in late 2006 and 2007 will place significant extra responsibility on local government, and require it to proactively manage and promote equality in its role as a community leader and major provider of services and employment. New equality duties and the Equality Standard for Local Government require the assessment and removal of potentially discriminatory practices on the basis of disability, gender, race, religion, age and sexuality. Establishing strong consultation links to inform council-wide equality planning and target setting will be essential. In addition, as our understanding of the Equalities agenda increases we will need to align it with work to encourage strong and inclusive communities to ensure that our practices and the services we deliver improve the quality of life for all Sunderland's residents.

The **Gershon Review** of efficiency in the public sector resulted in the 2004 Spending Review setting a target for efficiency gains in local government of 2.5% per annum for the period of the spending review. The council has embraced the requirements presented through the Government's national efficiency review, and has responded very positively to the review. Further detail about the council's approach to Value for Money and efficiency is set out in this chapter under the section Corporate Improvement Objectives: Efficient and Effective Council.

Local Area Agreements (LAAs) were introduced as pilot initiatives by the government in 2005 as a way of enabling local partners to identify and focus resources and activities on locally determined priorities.

Sunderland joined the second phase of LAAs with the negotiated agreement between the Sunderland Partnership and Government Office North East (GONE) commencing in April 2006. Following on from the proposals for the development of LAA set out in 2006's Local Government White Paper 'Strong and Prosperous Communities' the Local Government and Involvement in Public Health Act 2007 has introduced a number of provisions that have changed the purpose and profile of LAA. The LAA has been placed firmly in the mainstream of Government policy. It is clear that the LAA is now a key element of the Government's public sector reform and improvement drive and will provide a key element in the assessment of the Council and partnership through the Comprehensive Area Assessment when it is introduced in 2009.

The key provisions of the Act as it relates to the LAA are:
▪ A duty for all county and unitary authorities to produce an LAA.
▪ Duties for a list of named partners to cooperate in drawing up an LAA and to have regard to the targets within it.
▪ A requirement to identify 35 locally informed priority indicators from a National Indicator Set of 198 indicators - these are to be agreed in negotiation with government
▪ Increased flexibility in the use of public resources.

The main impact of the legislative developments is the need to develop a refreshed LAA that is fit for purpose. In response a process that has been put in place to ensure that an LAA has been developed that is consistent with the government's requirements and the emerging ambitious, long term, Sunderland Strategy.

The existing Partnership and supporting infrastructure was used as the basis of the new LAA. In practical terms this meant that:
▪ Strategic objectives identified in the Sunderland Strategy were used as the basis for the LAA
▪ Thematic Partnership groups were involved in developing the content of the four blocks
▪ Performance management arrangements developed for the Sunderland Strategy were used to monitor and measure performance
▪ Action plans developed by the Thematic Partnerships and other key strategic developments were used as the basis for the LAA
▪ Consultation and participation activities associated with key community strategy related developments were used to inform the LAA.

In Sunderland the LAA was seen as an opportunity for partners to refocus attention on key issues facing local people and communities. The content of the final LAA was informed by work done across the Partnership to identify enduring problems and areas of weak performance. This analysis was used to identify those issues that required a greater degree of attention and resource allocation if positive change was to be realised. The 'prioritised priorities', as they came to be known as, were the outcomes and targets included in the LAA.

The process of developing the LAA had the benefit of enabling partners to consider which of the priorities in the Sunderland Strategy were absolute 'must dos' and this has had the advantage of focussing activities and resources through the LAA on key issues facing local people. This was most obviously demonstrated by the role that the LAA played in determining the allocation of Neighbourhood Renewal Fund in the city.

The new LAA commencing in April 2008 will be reviewed annually and refreshed every three years, allowing the Sunderland Partnership the flexibility to adjust and improve actions according to changes in circumstances, whilst maintaining focus on the long-term aims set out in the Sunderland Strategy.

The LAA itself consists of 35 targets (drawn from the New National Indicator Set) with 16 statutory education and early years' targets.

The Sunderland Strategy will also be supported by Local Area Strategies, which will update the current Area Regeneration Framework documents. These will set out how each of the six areas in the city need to develop in order to meet the Sunderland Strategy's overall aims (combined with local aims and priorities) and will run alongside the LAA.

The Tyne and Wear Multi Area Agreement (MAA) will also support the LAA. The MAA will support the economic priorities of the LAA at the City Region level. Economic activity delivered through the LAA and the Sunderland Strategy will ensure that the City Region outcomes and priorities are delivered. The MAA will ensure local authorities and their partners rise to the new challenge of a statutory economic duty - and lever resources in accordingly.

The 1997 and 2007 **Single Status** national agreements and equalities legislation require the council to implement a new pay and grading structure and to modernise and harmonise its terms and conditions. The Single Status agreement covers over 11,000 of the council's 15,500 employees and marks the end of historical and cultural distinctions between "blue collar" and "white collar" employees. It has merged the negotiating machinery for former APTandC and Manual Workers, with the Green Book replacing the former APTandC handbook (Purple Book) and the Manual handbook (White Book).

In October 2005 the first phase of the pay and grading review was implemented, covering 7,500 Green Book employees. This was achieved using job evaluation, which measures the relative value of everybody's job, the removal of bonus schemes, and pro-rating annual salary rates for employees contracted to work Term Time Only. Through Single Status the council has harmonised payroll methods by moving employees onto monthly pay, and will continue to work towards modernising and simplifying terms and conditions wherever possible.

A Service Transformation Project, which is part of the council's wider transformation programme, is reviewing all services covered by Single Status Phase 1, and is based on the principles of:
▪ Enriching jobs to improve services, which may take people out of pay protection
▪ Focusing on the needs of our customers and our employees
▪ Making services as high quality and efficient as possible
▪ Taking advantage of new technology
▪ Joining up services where this is better for the customer.

The council remains committed to completing the review of pay and grading, and is currently considering its approach on how best to carry out the pay and grading review for the next phase. Phase 2 will cover all remaining Green Book employees who are currently graded Scale 4 to POI.

Regional Policy
The council plays a leading and influential role in regional and sub-regional policy development and joint working initiatives. The council works closely with the Association of North East Councils (ANEC), the North East Assembly (NEA), One NorthEast (ONE) and Government Office North East (GONE) to meet the challenges facing the region. At the sub-regional level, the council works closely with other Tyne and Wear local authorities, and the Host Authority of TyneWear Partnership (TWP), which addresses common issues and identifies opportunities for cross boundary joint working and collaboration on economic and regeneration matters. Significant Single Programme Funding from ONE North East has been obtained as a result.

Over recent years the Government has set a challenging regional agenda to address the UK's regional economic disparities. HM Treasury and the Department of Trade and Industry (DTI) jointly have the Public Service Agreement (PSA) target to reduce the persistent gap in growth rates between the regions. As a city in the region with the lowest level of Gross Value Added (value of goods and services produced in the region minus any inputs derived from outside the region) per head of population in England, Sunderland welcomes the Government's steps to address regional disparities and the council continues to play an important role in the development of regional policies and decisions.

Northern Way
The Northern Way is an ambitious economic strategy, driven by the three northern Regional Development Agencies and their partners. It aims to improve the economy of the North of England, by building upon and adding value to the substantial impact that the three Regional Economic Strategies and Regional Spatial Strategies for the North of England will bring.

This will be done by focusing upon specific priorities for the North to make a transformational change to the economy. These priorities are set out in the **Growth Strategy, Moving Forward: The Northern Way (2004)** detailing how the £29 billion output gap between the North and the England average will be bridged over a 25 year period.

The Growth Strategy focuses upon Investment Priorities and 8 City Regions:
▪ Key Investment Priorities that could exploit economic activity across all three regions
▪ Bringing more people into work
▪ Driving up innovation
▪ Building entrepreneurship
▪ Capturing more global trade
▪ Meeting employers' skills needs
▪ Improving connectivity
▪ Building quality homes and places
▪ Marketing the North to the world
▪ Developing a strong evidence base for new investment and specific policies tailored to the North's particular requirements
▪ Working together differently and collaborating to make the most of the £100 billion public sector investment in the North and the much larger private sector investment
▪ Influencing local, regional and national decision-makers to ensure their policies, programmes and investment support Northern Way goals
▪ Working with sub-regional partners to help develop City Region plans that will work across administrative boundaries in the eight major conurbations of the North to exploit the real world geography of the economy

The City Regions:
▪ Liverpool
▪ Central Lancashire
▪ Manchester
▪ Sheffield
▪ Leeds
▪ Hull and Humber Ports
▪ Tees Valley
▪ Tyne & Wear

The Northern Way is being funded by a £100 million Growth Fund which was launched in September 2004.

In June 2005 the Northern Way published its Business Plan setting out how it would use the £100million Growth Fund. The eight City Region partnerships published their City Region Development Plans to show how they would work together to grow their output.

Sunderland has been at the centre of the debate over stimulating the North's economy in order to address the inequalities between the region and the rest of the UK. The council continues to work closely with other Tyne and Wear local authorities, ONE and partners to develop a city region response to the challenges.

City regions
City Regions are a long-established concept, most recently identified by the Northern Way, and in the North East by the Regional Economic Strategy, as a key tool for understanding the way markets interact within a spatial context, and as a useful tier for the delivery of certain aspects of public policy.

The Government defines City Regions as "a central urban area, or two or more closely linked urban centres, together with those areas around them with which they have significant interaction." Based on this definition the Tyne and Wear City Region consists of a number of urban areas. The two largest urban concentrations of businesses and employment are centred around Newcastle / Gateshead, extending along both sides of the River Tyne, and central Sunderland.

A number of other distinct communities lie within the core urban area, particularly in North Tyneside and South Tyneside, with Washington also a significant concentration of economic activity. Significant concentrations of populations also lie along the coastal areas to the north of the Tyne and south of the Wear, including the former coalmining communities of Ashington and Easington, Peterlee and the ports of Blyth and Seaham.

Towns situated further afield, such as Hexham, Morpeth, Chester-le-Street, Consett and Durham City, while not within the contiguous urban area of the City Region, are urban centres in their own right, with their own travel to work patterns and catchment areas which need to be taken account of as part of a City Region approach.

In total the City Region covers around 1.65 million people, of which around 1 million are of working age. 65 per cent live within the urban core, with a further 15 per cent within South East Northumberland and the Tyne Valley, and 20 per cent in the northern part of County Durham.

Because City Regions are an economic rather than an administrative concept, it isn't straightforward, or indeed appropriate or necessary, to define hard boundaries. Rather, the Tyne and Wear approach is driven by the need for critical mass and the interests of the people living within the sphere of influence of the urban core. The relationship of individual areas to the City Region needs to be defined in terms of their economic roles within the City Region - for example as a manufacturing centre, for business services, for residential development or longer-distance commuting, as a cultural hub, or a retail centre - rather than distance per se. The essence of City Regions is that centres of population interact in complex ways, defined by the interrelationships between labour markets, housing markets, leisure and retail patterns and business supply chains. The challenge for public policy is to provide the infrastructure and public services to serve the needs of this complex interaction of social and market factors, and to do so in a manner that promotes sustainable and inclusive economic growth.

An inclusive partnership has been established to take this work forward. The leaders of Sunderland, Newcastle, Gateshead, North Tyneside, South Tyneside, Northumberland, County Durham, Easington (representing the Durham Districts) and Tynedale (representing the Northumberland Districts) have signed up to this approach. ONE NorthEast, Jobcentreplus and the Learning and Skills Council are also a core part of the partnership, and Government Office North East is working with us to support links into central government.

Proposals identify the policy areas which have been assessed as making the most sense to develop at a City Region level. The main streams of work cover:
▪   Economic regeneration
▪   Skills and employment, and
▪   Transport.

On **economic development**, it is intended to focus on how the Regional Economic Strategy is delivered, to create more jobs and businesses. It will be important to develop a stronger approach to these issues at a City Region level, with an agreed economic strategy and delivery plan. An agreed strategy could look forward over a ten year horizon, and be supported through public and private sector investment. But - with public spending unlikely to be rising as quickly in future as it has in the recent past - tough decisions will need to be taken about where resources are best invested. In these conditions collaboration between authorities and other partners will be even more crucial to create better outcomes for citizens - the right investment at the right level to maximise the benefits for people in Sunderland and the wider Tyne and Wear City Region.

There are also options for new delivery vehicles, building on the best practice from other areas, and internationally. Opportunities to apply a more strategic approach to the development of the River Tyne, alongside other developments including Science City, Sunderland Software City the economic renaissance of Sunderland, the regeneration of deprived communities, and other strategic priorities are to be explored.

To help tap new sources of finance, there is an opportunity to explore new models to use our combined property portfolio to lever in substantial additional private sector resources, to re-invest in infrastructure.

It is also proposed to look at ways of strengthening and better coordinating our work on the economic development block of each local area agreement, and further developing the approach to integrated business support and enterprise promotion through the emerging Multi Area Agreement process.

On **skills and employment,** proposals focus on the city region as the best level to develop our policies and the delivery taking place at the most appropriate level beneath that. New proposals need to be developed to create jobs and invest in skills, by joining up public sector support in line with the needs of employers. There is an interest amongst major employers to develop even stronger relationships with the public sector to meet the skills needs of employees and employers. Given the significant challenges faced in helping more of our people into work, the City Region will need to be at the forefront of work on Welfare Reform. Already, we are one of the City Region Pilots formed by the Department for Work and Pensions, to engage with and assist those economically inactive back into work across the City Region.

On **transport**, the City Region faces major challenges to ensure the system is sustainable. There is an acknowledged need over the medium-term to make tough decisions on congestion reduction and public transport integration, and on the allocation of new investment - including the substantial investment required for reinvigoration of the Metro, substantially through private finance, and on the A1 and other key routes. But current arrangements are too fragmented, and insufficiently devolved and joined up to make this happen. It is proposed to develop the capacity to have a stronger strategic oversight of all transport modes on a City Region geography, and on this basis put a strong case to the Department for Transport for more devolution.

If these proposals are to be delivered, they require stronger mechanisms for political leadership and associated organisational support at the City Region level. Some of the barriers which prevent innovative work on transport, spatial and economic development, need to be broken down and a mechanism to bring them all together in one place at a strategic policy level needs to be provided. There is also a need to establish a stronger system of democratic decision-making at the City Region level.

An Executive Board of senior political leaders, alongside other key partners, to lead the development of new arrangements has therefore been established. The Board, and its supporting arrangements, are being developed further, to ensure these arrangements provide strong and consistent leadership over a sufficient term of office. A City Region Director has been appointed and will take up his post in January 2008. The post of City Region Director creates critical capacity to help co-ordinate the work of the different City Region work streams that have already been established through the development of the Tyne and Wear City Region Business Case. It will also help ensure that the work streams develop the necessary productive relationships with key stakeholders including local authorities and ONE North East.

The current structures associated with the City Region will be considered in terms of their effectiveness; in particular bodies responsible for transport, skills and employment, investment and economic development - with the objective of making the overall bureaucracy simpler, rather than ever more complex. To provide better support to decision-makers, a greater strategic and analytical capacity will be developed at a City Region level, and the existing bodies that work in these areas will be reviewed, with a view to refocusing their work into a stronger integrated structure.

Multi Area Agreements

Tyne and Wear City Region has been successful in its Expression of Interest for a Multi Area Agreement (MAA) - one of 13 across England.

The Local Government White Paper committed the Government to take forward Multi-Area Agreements (MAAs) through the review of sub-national economic development and regeneration (SNR), working with those areas that were starting to develop their own proposals. The SNR was published in July 2007 signalling Government's support for MAAs and setting out the broad principles under which they would operate.

MAAs are an agreement between two or more top-tier or unitary local authorities, their partners (including, in two-tier areas, Districts), Government, non governmental bodies and businesses to achieve collective outcome-based targets. In turn, Government could agree greater flexibility in expenditure in sub-regions including the devolution of funding streams.

Government guidance on MAAs includes some key principles:
- MAAs are voluntary agreements
- MAAs are a means of delivering agreed objectives and outcomes
- Increased economic competitiveness should be a driver for any City Region approach to MAAs
- Outcomes should be drawn from the 198 indicators in the National Indicator Set published by Government. If there are national improvement targets included in the MAAs, these should not increase the total of thirty five which individual local authorities report against (for example, if there are five national improvement targets in the MAA, there should be no more than thirty in each of the LAAs of the local authorities involved).
- Assessment will be made on clear evidence of additionality in key economic development areas. It will be evidence based and needs to 'tell the story' of how it will make a difference
- Local partnerships should seek to use MAAs to help lever in private sector funding and as a route for innovative funding mechanisms
- Each sub-region will need to demonstrate that they have appropriate governance structures in place in order to proceed with an MAA
- In future years the Comprehensive Area Assessment will also take account of sub-regional outcomes delivered through MAA sub-regional partnerships

A MAA for the Tyne and Wear City Region is the opportunity to accelerate the pace of sustainable economic growth by:
- Focussing on priorities
- Delivering interventions (across Government and local authorities)
- Making closer connections across policy areas
- Bringing resources together through pooled budgets
- Cementing relationships (locally and nationally)

Two main outcomes are sought to be achieved from the MAA:
- A competitive City Region - competitive industries and world class talent resulting in improved economic output
- An economically inclusive City Region - ensuring economic opportunity and access for all

The foundation of the MAA will be three pillars:
- Employment and skills
- Transport
- Analytical capacity to support spatial policy development with an emphasis on the role of housing markets

The approach towards employment and skills is based on priorities and activities for economic inclusion, innovation and competitiveness. Firstly, by focussing on existing priority targets of the Employment Consortium relating to access to employment opportunities and secondly by focusing on priorities which complement the work of the Employment Consortium relating to economic competitiveness and increasing skills and talent in the City Region. As part of the MAA and Employment Consortium process, the City Region will move towards an Employment and Skills Board covering employability, adult skills 14 - 19 integration and migration/talent attraction.

Transport aims to promote economic competitiveness and economic inclusion by improving access to services and employment. The MAA would seek to improve connectivity between the urban core and the rest of the City Region and to link areas of opportunity with areas of advantage and reduce congestion. This will be achieved by a number of means including improving public transport infrastructure and the quality of public transport services.

Analytical capacity aims to promote economic competitiveness and economic inclusion by ensuring a robust evidence base and policy analysis to develop a more integrated approach to spatial policy development across the City Region, in the context of the new Single Integrated Regional Strategy.

An important early focus will be improved housing market analysis at a City Region level, and developing a better understanding of the role of the quality of the residential offer as an economic driver in the context of city region housing markets and spatial policy priorities.

Regional Spatial Strategy - Amended by Corporate Policy
The Regional Spatial Strategy (RSS) is a statutory document that will replace Regional Planning Guidance for the North East. The RSS will determine how much development should take place in the region and where this should be located.

The RSS sets out a long-term strategy (2004-2021) for the development of the region and provides the spatial context for the delivery of other regional strategies. The RSS is part of the statutory Development Plan and Local Planning Authorities must ensure that their Local Development Frameworks are in general conformity with the RSS once it is adopted.

The Submission Draft of the RSS for the North East was submitted in June 2005. Following an Examination in Public, a Panel Report (July 2006) was produced delivering key recommendations for the policies, guidance and allocations within the Draft RSS. Proposed changes to the Draft RSS were published in May 2007 by Government Office North East.

The Proposed Changes incorporated many of the Panel's recommendations with some further amendments by the Secretary of State. The Proposed Changes document has been subject to two further eight-week consultation periods. It is expected that the RSS will be adopted in February 2008.

The RSS will establish the context for the preparation of local planning policy within Sunderland and this will be reflected in the Local Development Framework.

Regional Economic Strategy
The Regional Economic Strategy (RES) sets out how greater and sustainable prosperity will be delivered to all of the people of the North East over the period to 2016. It seeks to provide the underpinning economic conditions necessary to achieve the region's vision:

"The North East will be a region where present and future generations have a high quality of life. It will be a vibrant, self reliant, ambitious and outward looking region featuring a dynamic economy, a healthy environment and a distinctive culture. Everyone will have the opportunity to realise their full potential."

In doing so the RES:
- Outlines the region's main economic development priorities
- Analyses the strengths, weaknesses, threats and opportunities facing the region
- Provides a framework for the region's public, private and voluntary and community sector organisations to deliver actions for greater and sustainable prosperity
- Provides information on the region and its economy and the key relevant Government policies for developing the region

Although the North East is experiencing success in may areas, the challenge to narrow disparities with the rest of the UK and improve international competitiveness remains.

Everyone in the region had an opportunity to help shape the future direction of the RES, and therefore the North East's economic development.

One NorthEast led the Shaping Horizons in the North East (SHINE) process, involving hundreds of stakeholders from the private, voluntary and public sectors.

The revised RES "Leading The Way" was launched by ONE NorthEast in September 2006. The RES has stronger priorities and is much more focused, targeting areas which will provide the region with the maximum return on investment through to 2016. It represents a significant step forward from the previous RES, and is underpinned by much stronger evidence.

ONE NorthEast has also developed a RES Action Plan with partners. This will help influence regional partners and their investment decisions. Drawing up and agreeing the plan provides an investment framework and secures partners' commitment to align their resources with the RES and deliver on its objectives.

Sunderland played an active role in the development of the RES and through the Sustainable Sunderland Strategy and regional partnerships will positively contribute to its implementation.

Local Policy
A new Sustainable Sunderland Strategy setting out a long-term aspirational vision for the city in 2025 is being developed and will be in place by April 2008. The vision for the future will be supported by medium and long-term outcomes that are expressed in measurable terms and which will provide partners with an understanding of how we are progressing towards the long term vision of the city. Details in respect of the new Strategy are within Chapter One and council services have identified their contribution to the new Strategy's priorities. An LAA (also referred to within Chapter One) is being developed alongside the new Strategy and this will set out how the partners will be able to measure their contribution to the Strategy's priorities in the short term. Performance management arrangements that support the new Sustainable Sunderland Strategy and the LAA will enable partners to develop resource and activity plans that are consistent with the council's objectives and responsive to risk areas and areas of under performance.

Key corporate planning processes, including the Medium Term Financial Strategy and Corporate Improvement Plan, are led by the Sunderland Strategy priorities. The priorities and challenges identified in the new Sustainable Sunderland Strategy will inform all of the council's planning processes and form the basis for the LAA and the emerging Local Development Framework. Mechanisms will be put in place to ensure that all corporate strategies and directorate and associated service plans are consistent with, and evidence the contribution that is being made to the long term vision for the city.

The City Council operates an annual Strategic Planning Process which translates the council's Strategic Priorities and Corporate Improvement Objectives (CIOs) into tangible targets and outcomes for the forthcoming financial year and subsequent two years that will lead to continued improvement in service delivery and the use of resources.

These targets and outcomes take account of the actions contained in key plans and strategies such as the Children and Young People's Plan and the Corporate Risk Profile and are articulated through the Process into Service Plans and the Corporate Improvement Plan (CIP), and into individual responsibilities through the corporate appraisal process. The targets are projected forward over three years.

The Process emphasises how service delivery and the use of resources contribute to the achievement of the Vision for the city and the drive toward continuous improvement in everything the council does, and to ensure that every member of staff can identify and understand the role they play in the achievement of the council's priorities and objectives.

In responding to changing circumstances within the city and the council, and to Government policy, the Process and its products have evolved annually. For 2007/08 the process was refined and the CIOs (which were redefined for the 2006/07 process) were developed to give them a "sharper focus", to ensure that they are embedded in service planning and delivery and to reflect the objectives of the Business Improvement Programme.
For 2008/09 the Process has been refined by:
- More closely aligning it with the MTFS process, with the MTFS and initial CIP guidance being combined to require the identification of initial, high level service priorities to inform the budget setting process, with these priorities then being taken forward into the CIP planning process
- Including a more strategic means of reporting against the CIOs, with the need to report against each of the 21 CIO priorities removed from the 2008/09 process. Services are now required to report against each of the four CIOs only. This is achieved by each service providing a narrative for each CIO describing actions undertaken to date, the current position and actions planned, and reflecting the key criteria which support each of the CIOs
- Reporting actions against the emerging themes of the new Sunderland Strategy, by requiring services and portfolios to identify improvement actions (proposed and those against which progress is being reported) against the current eight Strategic Priorities and the emerging five themes
- Developing Key Actions for Portfolio Improvement during rather than at the end of the process, by affording Chief Officers the opportunity to review and develop their Key Actions with Portfolio Holders in advance of them being collectively reported to EMT and Cabinet (as part of the CIP) at the end of the process
- Placing a greater emphasis on outcomes which describe the impacts of service improvements or the benefits that customers, service users and other residents of the city will see.

In order to articulate as widely as possible the improvement messages contained within it, the CIP is supported by the publication of a summary version (to be named The Council's Priorities) and Annual Report.

The CIP Summary focuses on actions that illustrate progress towards the council's priorities and objectives, to achieve this the CIP is edited to identify those elements that are of most significance. The structure of the CIP Summary is based on the Strategic Priorities and the CIOs, with the focus of the Summary on (i) Key Achievements, (ii) Areas For Development and (iii) Actions For Improvement that have been identified in relation to the priorities and objectives and attributed to directorates.

The Annual Report looks back over the previous financial year, combining financial information with the performance and achievements of the council during the year. It also describes some of the council's and partners' key achievements in relation to each of the strategic priorities and focuses on what has been delivered and the difference this has made for local people.

CITY OF SUNDERLAND COUNCIL

Figure 1 illustrates the council's Strategic Planning Process, the critical roles that Service Plans and the CIP play in the process and the fact that the strategic planning process is cyclical, with each year's process informing the next. The quarterly performance monitoring process also ensures that the strategic planning process is continuous, through each year. The 'outcomes' box in Figure1 in particular highlights what the process seeks to achieve, putting the citizen at the centre of service delivery and the essential, underpinning roles undertaken by staff and elected Members.

FIGURE 1: STRATEGIC PLANNING PROCESS

INPUTS
- Performance Management Information
- Review Programme
- - Customer Feedback
- Sunderland Strategy Strategic Priorities and Aims
- Corporate Improvement Objectives and Aims
- Business Transformation Process
- Impact Needs Requirements Assessments (INRAs)
- Value for Money Assessment
- Corporate Risk Profile
- CPA Self Assessment
- Corporate and Individual Appraisals
- Staff Survey

OUTPUTS (PLANS and DOCUMENTS)
- Sunderland Strategy
- Corporate Improvement Plan (incorporating Summary)
- Medium Term Financial Strategy
- Council Tax Leaflet and Summary of Plans
- Annual Report
- Service Plans
- Director/Service Head Performance Contracts

OUTCOMES
- Citizen-centric culture
- Clearer focus on priorities and objective (strategic and corporate)
- Continuous performance improvement
- Embedded performance management culture
- Better use of resources
- Development of 'One Council' approach
- Motivated and empowered staff
- Clearer link in mainstreaming of equalities issues
- Clear understanding by elected Members, local people and service users
- Improved service user satisfaction

How services are planned, and the consequential actions and financial implications for the next four years are provided for in the **Medium Term Financial Strategy (MTFS).**

The two main purposes of the Medium Term Financial Strategy are:
- To provide an analysis of the financial position likely to face the city council over the medium term and establish approaches which direct resources to address the Strategic Priorities of the city council as set out in the Sunderland Strategy and achieve value for money in the use of those resources
- In light of the medium term financial position which the council is likely to face, to establish the budget planning framework for the preparation of the Revenue Budget and Capital Programme for 2008/09.

Within those overall purposes there are subsidiary objectives:
- To identify in macro terms the level of financial implications of service developments and potential reductions in meeting the Strategic Priorities/Service Objectives of the council
- To highlight the future financial impact of pay and prices, policy commitments, demand changes, and proposed service developments which need to be considered for specific inclusion in future years revenue and capital budgets
- To identify the indicative resources available to the council taking account of indications from government as to future spending plans, the outcome of Comprehensive Spending Reviews and the outcome of changes to the Local Government funding regime
- To advise on policies concerning use and levels of General Fund Balances and major Reserves over the medium term
- To enable elected Members to come to an initial judgement as to which service developments are of such strategic importance that they should be included in the following year's budgets i.e. top slicing the overall budget to accommodate certain proposals
- To enable Directors/Chief Officers to consider and report upon the inclusion of particular service developments in the budget i.e. whether they would rank the proposal above any other item within their existing base budget and if so where they would make a compensating reduction and why
- To maximise the achievement of efficiency gains over the medium term.

Corporate Principles and Values

The council has established a range of core values that have been publicised widely throughout the council to ensure that employees and customers alike understand the broad standards and principles that are applied to everything that we do.

Put customers at the centre and forefront of everything we do - every employee at the council needs to understand that the organisation exists to make a positive difference to our customers. This applies equally to internal and external customers. We need to ensure that people can access our services, see that our services have relevance to their lives, and ensure that these services are high quality and effective

Working in Partnership - This revolves around the principle that what is important is the service the customer receives, not who delivers it. In developing collaborative working with our partners, a seamless service is delivered to the customer. In recent years the council has built strong working relationships with partners - something that has been further strengthened by the delivery of the Sunderland Strategy, which helps to improve the effectiveness of partnership working.

Become a 'One Council' organisation - One where every employee sees themselves as working for the City Council and customers see the organisation working in a unified way. It means breaking down the silos, synchronising our objectives and activities and being supportive of each other's priorities and learning from each other.

Empower employees - The council will invest in the development of employees in order that they reach their full potential and deliver the above. Building capacity within the organisation to ensure that the council is able to provide leadership and deliver effective services.

Develop an "open" culture - A culture where employees share knowledge with others for the benefit of the council and work to eliminate any blame culture.

Business Improvement Programme

The council is committed to a programme of improvement with ambitions to deploy new technologies and adopt better ways of working to achieve further step changes in customer service and performance. These improvements will enable the council to exceed the expectations of multiple stakeholders from staff to suppliers and residents to local businesses.

The council requires sustainable and rapid progression in efficiency whilst achieving the performance ambitions in the Corporate Improvement Plan as articulated by the four CIOs.

A range of significant improvement projects are already underway or planned to address the CIOs, including:
▪ The delivery of environmental health and environmental services
▪ Minor and major adaptations for adults
▪ How we run human resource and payroll services;
▪ And using customer feedback to drive service improvement across the council

Many will have an impact on how we use technology in the future to deliver improved services and will impact on the council's ICT Strategy. The programme will enable the council to more effectively co-ordinate the projects and maximise the benefit from resources allocated to them, avoiding duplication and omissions and ensure that progress and achievements are optimally managed and monitored.

There is significant opportunity to ensure that the outputs across all initiatives are maximised through the development of a coherent council improvement programme. The creation of an integrated programme is intended to facilitate greater clarity and understanding across the organisation of individual's roles and contributions towards achieving transformation. It will be used as a means to stimulate the engagement of the whole organisation and will contribute to the "One Council" ethos. The aim of the Business Improvement Programme (BIP) is:

"To enable the council to deliver effective, efficient, equitable and economic customer service - building on its position as a leading authority."

This aim is supported by two guiding principles:
▪ The programme will improve our understanding of where we can work smarter, adopt partnership approaches as required, empower staff and make better use of ICT where necessary
▪ The programme recognises that Customer Service represents the whole customer journey, from initial contact to the service being delivered through to closing the request for service.

The BIP has three objectives:
▪ To improve the quality of customer experience and accessibility of services
▪ To improve customer choice of when, where and how services are delivered based on relevance, affordability and equity
▪ To improve the performance and efficiency of services, ensuring benefits are realised and be recognised as an innovator.

The Capital Strategy and Asset Management Plan demonstrate that the council has a clear and detailed process which aims to provide a coherent framework which will guide investment decisions and maximise the benefits of capital resources, including the use of assets of the council, but is also intended to help influence the decisions of its key partners.

The Capital Strategy is central to the council's Strategic Planning Process and covers all capital expenditure on council assets including land, buildings, plant, equipment, ICT infrastructure, vehicles, roads and highways and all grants made for capital purposes.

The strategy:
▪ Shows how the investment of capital resources contributes to the achievement of the council's key objectives and priorities as set out in the CIP and the Sunderland Strategy
▪ Sets out for the benefits of partners the council's strategy on asset use, development and condition as the basis for complementary capital planning and partnership
▪ Manages the effective conversion of the council's capital assets into opportunities for service and quality improvements in support of the Sunderland Strategy
▪ Helps determine priorities between the various services and look for opportunities for cross cutting and joined up investment

- Provides a framework for the management and monitoring of the capital programme and the operational work of asset management, including the role of Members
- Informs the bidding for additional funding
- Outlines the council's approach to alternative funding such as Public Private Partnerships and Private Finance Initiative
- Demonstrates how the revenue implications of capital investment will be taken into account in deciding priorities
- Shows how schemes that generate revenue savings may be given priority.

The council adopts annually a **Treasury Management Strategy**, which is drafted in line with the 2003 Prudential Code for Capital Finance in Local Authorities. The Prudential Code requires that authorities have regard to the affordability, sustainability and prudence of their capital spending plans. This drives the Asset Management Plan process including property reviews and property rationalisation. The Treasury Management Strategy has reference to economic forecasts and the outlook for interest rates and sets out the approach to be taken on decisions for new borrowing and investments. Risk spreading and the timing of borrowing and investment decisions ensure that value for money for current and future council taxpayers is achieved.

In March 2002 the council introduced its first local Code of Corporate Governance (the Sunderland Code). This Code sets out the overall corporate governance arrangements for the council and is in accordance with recommended good practice.

Annual reviews of the Sunderland Code have taken place to ensure that it remains up to date and effective. These reviews now also examine all of the council's governance and internal control arrangements and result in the publication of an Annual Governance Statement signed by the Council's Leader, Chief Executive and City Treasurer.

The **Annual Governance Statement** is a corporate document supported by a rigorous review and assurance gathering process involving Members, Chief Officers, senior managers and other managers assigned with the ownership of risks and delivery of services. The Annual Governance Statement is published in the council's annual statement of accounts.

Building Schools For The Future

Building Schools for the Future (BSF) presents Sunderland with a tremendous opportunity to transform teaching and learning in a way that will help to improve the life chances of all young learners in communities across Sunderland. Sunderland's Education Vision identifies how this transformation will be achieved through the investment provided by the BSF programme, including Sunderland Model academies.

The key drivers for the effective delivery of education within Sunderland over the next five to 10 years include:
- Targets within the Children and Young People's Plan 2007-2009 to improve outcomes and quality of life for all children and young people in Sunderland
- Priorities set by the Sunderland Partnership in the Sunderland Strategy 2004-2007 and the new sustainable Sunderland Strategy
- The commitment of schools, through local area partnerships, to take pro-active responsibility for all pupils and tailor the curriculum, academic and vocational, to their needs
- The commitment to Sunderland Model academies as an extension to current successful partnership arrangements.

These drivers will effect change through:
- Commitment to transformation through genuine multi-agency collaboration including highly effective 14-19 area partnerships
- Development of the Sunderland Model of academies with lead sponsors Gentoo Group, Leighton Group and Northumbrian Water
- Development of the "Hubs and Spokes" model to support curriculum (both vocational and academic) provision and the learning process by expanding centres of excellence: these will see further growth following the introduction of the Sunderland Model of academies
- Using the BSF programme to accelerate Sunderland's Extended Services Strategy and the integration central to being a children's service
- Ensuring that there is diversity of provision through a planned and coherent specialist schools programme
- Ensuring that all schools have a high level of accessibility and a commitment to the Special Educational Needs (SEN) and inclusion agenda

- Providing state-of-the-art ICT based learning opportunities within all Sunderland schools, building on the successful collaboration brought about through the City Learning Centres
- Improving progress, value added and outcomes at Key Stages 3 and 4
- Continuing to expand the city's innovative 14-19 strategy based on collaborative Key Stage 4 partnerships, with schools acting as vocational hub centres and working in partnership with the City of Sunderland College to create a sixth form tier
- Continuing the significant progress already made in reducing the number of pupils in Year 11 and beyond Not in Education, Employment or Training (NEET)
- Recognising the importance of the Workforce Remodelling Agenda in future school design: all Sunderland secondary schools are committed to the remodelling process and the BSF programme will set the design standard for future phases of school transformation.

Sunderland's BSF programme is being developed in partnership with many stakeholders. It links to a wide range of initiatives. Its aims are consistent with those of partners, including the Children's Trust, and its priorities are designed to meet objectives linked to the five outcomes of 'Every Child Matters' and the Children Act (2004).

In 2004, the council introduced plans for major secondary school renewal, with £120 million of funding in Phase One of the BSF programme. A mixture of innovative thinking, skilled negotiation and local political determination turned these plans into a transformational opportunity for the city's young learners. The key was genuine partnership working led by the council to develop and produce the unique Sunderland Model.

Supported by stakeholders (including schools, parents and the public) the council took the view that the Government's policy of City Academies did not best fit with partnership working in the city. The council and key stakeholders engaged with Government ministers and departments to develop a new approach. Academies would retain their independence but work in partnership with schools, Sunderland University and the City of Sunderland College.

Phase One of the BSF programme is underway and includes the introduction of one new school, three major school refurbishments and three Sunderland Model academies. Each academy has attracted a local lead sponsor and uniquely the council is a co-sponsor, unlike the national academy model, and will contribute a total of £3 million to the three Sunderland Model academies.

The Department for Children, Schools and Families has accepted that certain key policies and practices will be retained and implemented in the three proposed Sunderland Model academies. These include:
- The council's strategy for 14-19 learning including partnerships with schools and colleges, as set out in the 14-19 strategy for the city, 'Building a Better Future'
- The council's SEN, inclusion and access policies in order to ensure support for pupils with SEN, maintain low exclusion levels and support existing behaviour and inclusion policies
- Existing policies relating to admissions will be maintained: all parties, including lead sponsors, have agreed that admissions practices for academies will remain consistent with existing council policy - there will be no selection procedure for admissions
- Policies surrounding Transfer of Undertakings (Protection of Employment) (TUPE)
- National conditions of service applicable to all staff.

The council is delighted to have won support for its unique model that meets the educational needs of the city in a way that not only reflects the challenges but also Sunderland's spirit of partnership. An independent evaluation concluded that the model would be able to raise standards and enhance opportunities for learners; secure commitment and vision from lead sponsors; and assist a wider programme of community regeneration.

The schools benefiting from Phase One of Sunderland's BSF programme are:

School	BSF Proposals
Biddick School Sports College	Part new build, part refurbishment and remodelling
Castle View School	Complete new build (with small amount of refurbishment) with Sunderland Model academy
Hylton Red House School	Complete new build (with small amount of refurbishment) with Sunderland Model academy
Oxclose Community School	Refurbishment and remodelling - completed June 2007

School	BSF Proposals
Pennywell School	Complete new build Sunderland Model academy with Quarry View Primary School
Quarry View Primary School	To become a new Sunderland Model academy with Quarry View Primary School
Sandhill View School	BSF to 'refresh' ICT only
St Robert of Newminster RC School	Part new build, part refurbishment and remodelling
Washington School.	Complete new build

Digital Challenge

In March 2007 Sunderland won the Government's **Digital Challenge** competition. The award from which (£3.5 million) is being used to support a programme of projects that promote social inclusion and challenge digital gaps by digitally enabling communities with new technologies. The Digital Challenge programme has allowed the ICT Service to accelerate progress which began approximately seven years ago, through the service's e-Neighbourhoods, work in reaching vulnerable and socially excluded people and groups across the city.

The work from those first e-Neighbourhoods steps continues as mainstream activity with an ever increasing number of 'Community of Interest' websites, allowing groups from different backgrounds and with different interests to promote those interests, supported by a network of e-Champions providing training and advice and through access via Electronic Village Halls and access centres across the city.

Digital Challenge is now deploying 14 new services and gaining improved access to services that people have requested through consultation. The programme is being conducted in partnership with local communities with ICT being utilised to facilitate access to services.   The services being developed encompass location based technologies, transport alerts, equipment loans, Intranet based meetings, health information, automated hospital check-ins and health e-assistive technology (for patient home based self testing and results transfer electronically to their primary care providers). The emphasis of the programme is across various sections of society and includes children, residents of working age, residents of pension age, people in care and those hard to reach.

LOCAL AND SOCIO ECONOMIC CHANGE

Sunderland has a population of 280,600, (2006 mid year estimate) and covers an area of 13,737 hectares. The city benefits from a number of environmental advantages including an attractive coastline and the River Wear Corridor and boasts 17 Sites of Special Scientific Interest, 13 Conservation Areas, 360 'Listings' covering 641 separate historic properties and structures and 9 ancient monuments.

Over the last 20 years the city has undergone a marked economic and social transition following the decline in the traditional industries of mining, shipbuilding and heavy engineering. Sunderland now functions within a global context, competing at an international level. Thousands of new jobs have been created as part of a large-scale industrial shift towards the automotive manufacturing and service-based 'call centre' sectors. Significant success has been achieved, notably through the Doxford International development at which 8,000 jobs have been created. Further development is currently taking place to create additional business sites and premises in Rainton Bridge South Business Park and Washington. As a measure of our success there are now more people employed in new service industries than were employed in traditional industries.

Our aim is to continue rebuilding the City's business base by creating and sustaining a knowledge-based economy, promoting advanced manufacturing in the city and supporting the development of a larger and more diverse service sector.

Through the council's work with the Sunderland Area Regeneration Company (ARC), many exciting and significant developments are being planned to meet the aim of an urban renaissance within the city. An ambitious series of physical regeneration initiatives and plans are underway and planned to help enhance the economy, infrastructure and quality of life of people in Sunderland. For example, the regional 50m Swimming Pool and hub Wellness Centre opened in spring 2008.

Whilst great progress has been made in regenerating the city, there are still many issues to be faced and overcome:

- After a lengthy period of steady reduction unemployment rates have moved up again slightly. The local rate remains more than half as great again as the national average (Sunderland 4.4%, GB 2.5%, based upon October 2007 figures using the resident workforce denominator)
- Significant areas of deprivation persist, with 82 of the city's 188 Super Output Areas (SOAs) ranking among 20% most deprived SOAs in England and 41 of those SOAs ranking within the 10% most deprived nationally according to the 2007 Indices of Deprivation. This means that there is great demand placed upon both public and voluntary health and social care services within the city. For example, the number of people helped to live at home by Adult Services is in the top 20 of all 150 authorities in England
- The mid-2005 estimates of population received last year from ONS showed a 1,000 increase over the estimate for the previous year and, on closer examination, indicated that Sunderland's decade-long population decline had been interrupted by an upsurge in overseas migration into the city (although movement into Sunderland from other parts of the UK was still outweighed significantly by moves in the reverse direction).

However, earlier this year ONS announced it was reformulating its approach to estimating overseas migration into and out of the UK and that its mid-year estimates of population for both the country as a whole and sub-national areas (including local authorities) from 2002 to 2005 inclusive would all be subject to revision as a consequence. The upshot has been that the combined estimate of overseas migration into Sunderland over those four years has been substantially reduced (by over 3,100) while for reciprocal migration abroad from the city the corresponding estimate has only declined by a little under 400.

The net change to Sunderland's revised mid-2005 population as a consequence of these changes in estimating overseas migration thus amounted to a reduction of 2,700. The recently issued estimate for mid-2006 - which incorporates the new migration methodology - has indicated a further reduction of 400 from the revised mid-2005 figure, putting Sunderland's current population at 280,600.

The effect of this has been to restore the official record of steady and uninterrupted population decline in the city, dating back to 1994. This is a gloomy prospect but it should be remembered that it has come about through alterations to what is universally recognised as by far the least dependable component of the local population estimating process, and that the revised techniques themselves embody some very questionable assumptions (which have been vigorously challenged by the research community in Tyne & Wear and elsewhere). It is entirely possible that the downward slide in Sunderland's population has actually been halted by an upsurge in migration from abroad but that this is not being recognised by the still very capricious estimating methodology.

However, what is much less open to doubt is the continuing deficit in migration between Sunderland and other areas within the UK. This is particularly eroding the population of working age, leaving an increasingly large proportion of residents in the post-retirement age-groups.

- The number of households in Sunderland is also increasing, placing pressure on the supply of land to meet additional housing requirements
- Gross Added Value (GAV) per head of population, while still well below the national average, is continuing to close the gap (Sunderland £15,321 in 2005; UK £18,205, having gradually overhauled the North East regional average over the previous decade)
- Educational attainment has improved considerably over recent years and continues to narrow the gap between local and national outcomes:
  - 5+ GCSE A*-C, 2007: Sunderland 59.0%. England 62%
  - Key Stage 3 Level 5 achievement 2007 English: Sunderland 69%, England 74%
  - Key Stage 3 Level 5 achievement 2007 Maths: Sunderland 75%, England 76%
- The health of the City's population is markedly below average. 80 of its 188 Super Output Areas - containing 42.5% of its population ranked among the 10% most health deprived such areas in England in the Indices of Deprivation 2007 with the great majority being heavily afflicted by other forms of deprivation
- Crime in the city has been falling significantly, now standing below the national average (overall crime rate per thousand population 2006/07: Sunderland 97.7, England and Wales 104.0)
- Traffic growth in the city continues to increase and at the same time car ownership is rising as the use of public transport declines.

WHAT DO OTHERS THINK OF THE COUNCIL?
Sunderland City Council has a long history of consulting with residents and is committed to listening to, and acting upon, the views of the local community. All services within the council carry out consultation in order to make sure that they meet the needs of local people. Asking the people who use our services and other residents is an important way of finding out what we are doing well and not so well so that improvements can be made.

Corporate Consultation Results
The Annual Residents Survey 2007 was undertaken by Ipsos-Mori between 23 November 2007 and 27 January 2008. Interviews were conducted among 1,200 residents of the city aged 16 or over from across the Sunderland area. Additional booster interviews were also undertaken with BME groups and within those areas of the city demonstrating the highest levels of deprivation. The survey will help us to identify priorities for the year ahead.

This year's results will be available following their presentation to and verification by Cabinet in March/April 2008 and will be published on the Council's website in May 2008.

Community Spirit Consultations
Community Spirit panel members have been involved in a range of important consultations to help inform the council's future plans. This has included consultation on the vision and priorities for the new Sunderland Strategy and on green spaces and housing environments for the Local Development Framework. Panel members have also helped to inform the Joint Municipal Waste Strategy, Climate Change Action Plan and the council's budget.

Comprehensive Performance Assessment
The Comprehensive Performance Assessment (CPA) measures how well local councils are delivering and improving services to local people and communities, distilling complex judgements into a clear rating. CPA - The Harder Test (introduced in 2005) uses the following 5 elements to describe performance:
1. A direction of travel label and statement
2. An overall star category
3. A score for each of the council's core services
4. A use of resources assessment
5. A corporate assessment score.

During January 2007 the council was subject to two major inspections that contribute to the council's overall CPA star rating (although these weren't publicly reported until December 2007) i.e.
▪ Corporate Assessment (CA) inspection of the whole council
▪ Joint Area Review (JAR) of Children's Services.

Corporate Assessment (CA)
The Audit Commission reached the following conclusions about the council following the Corporate Assessment:

Executive Summary
Sunderland City Council is performing well. The city has high levels of deprivation and significant issues relating to health, employment and education which set a very challenging context for the council. The council is determined to address these challenges. It has tapped into an underlying sense of pride in its community and is raising the image of the city and the aspirations of its people.

With its partners, the council has created an aspirational vision for Sunderland that has not only been shared and understood by partners, staff and the public but has also generated a passion and enthusiasm for making it a reality. The vision set out in the Community Strategy is to make Sunderland a prosperous city - a desirable, safe and healthy place to live, work, learn and visit, where all people can reach their full potential. Underpinning this are the strategic priorities based on a very good understanding of the area's culture, history and needs. However, the vision and the supporting strategic priorities are not defined beyond the short to medium-term, and therefore provide no detail of the ambitions in the longer-term.

The council's high-level strategic priorities are taken from the Sunderland Strategy and accurately reflect the needs and aspirations of the residents of Sunderland. There are good linkages between the strategic priorities, the corporate planning framework, the annual budget planning process and the medium-term financial strategy to ensure that resources follow priorities. However, there are weak links to the priorities in some of the council's strategies.

CITY OF SUNDERLAND COUNCIL

The council provides very good community leadership. It has led in creating a strong image for Sunderland and in raising the city's profile in the region and internationally. It is highly regarded by its partners. A mature Local Strategic Partnership (LSP) is making good progress on delivery against the action plans which reflect both national and local priorities, sharing resources to do so. Strong partnership working is enabling the council and its partners to pursue their ambitions.

Good consultation and needs analysis underpin the ambition and priorities. The council engages well with local communities and understands the needs of most minority groups. Plans reflect the needs of most communities in Sunderland and established minority groups are engaged to help the council and its partners develop action plans and targets. The council is less effective, however, at engaging with some of the more marginal and vulnerable groups within its communities. Diversity is not fully reflected in all aspects of policy development, service design, workforce planning or performance management. Addressing these gaps is important if the council is to meet the specific needs of its growing and increasingly diverse population.

The council has the capacity to deliver its priorities. It is in a strong financial position and delivers good value for money as a result of very sound financial management. Relationships between officers and councillors are good and the council continues to improve its structures and culture to become 'one council'. Although high sickness levels affect capacity, there is very good commitment by staff to delivering the vision and improvements. The council uses staff development, communication, risk management and procurement well. However, scrutiny is not providing sufficient challenge to the executive and to the performance of the council's services.

The council has good performance management arrangements and has built on these in recent years. It has good systems to monitor the performance of the council and the LSP. However, the council has been slow to tackle underperformance in some areas and there are inconsistencies in target setting in respect of BVPIs. The council proactively learns from others and adapts the lessons to suit the context of Sunderland.

The council is making good progress in improving the quality of life in Sunderland. It has had considerable success in creating jobs and is working hard with partners to raise aspirations for employment with several good initiatives. Economic regeneration is progressing well with significant redevelopment of parts of the city. Very good progress has been made in meeting housing decency standards and the housing needs of most vulnerable groups are being met through a range of existing and planned initiatives. Cleanliness and recycling services are improving and the council is embedding its commitment to sustainability issues.

Strong partnership working has resulted in a significant reduction in crime, making Sunderland a safer city although fear of crime has not significantly reduced. The council has also been successful at working with young people and reducing incidents of anti-social behaviour. Accidental deaths and injuries have reduced as a result of a good multi-agency approach. Drug issues are being proactively addressed and imaginative approaches are helping drugs users to quit. The council is building on its understanding of community cohesion; it has some good initiatives and responds well when particular tensions arise. These efforts are hampered by the lack of a sound strategy which would enable partners to be more preventative in their approach.

The council works well in partnership to improve the health of people living in Sunderland and there are indications of good progress on smoking cessation, take-up of physical activity and healthy eating. The impact on health improvement is internationally recognised and the wellness strategy with the joint centres is excellent. The work with children to promote a healthier lifestyle has made good progress from a low base.

In developing its strategy for older people, the council has performed well with good consultation and a proposed approach going beyond the provision of social care to deliver the 'seven dimensions of independence'. The council has strong champions for older people to ensure that their issues are considered in the work of the LSP and the council. Primary care, acute and council provided adult services are all top-rated by Healthcare Commission and CSCI. The council's services currently go beyond social care to the provision of tailored services including education, home safety, wellness and handy-persons.

Outcomes for children and young people are good overall. Clear and challenging ambitions for the area are set out in the Children and Young People's Plan which is based on detailed needs analysis and detailed consultation, but target setting is only adequate. The needs of black and ethnic minority children are adequately reflected in strategic objectives but their access to and delivery of some frontline services are not sufficiently tailored to their needs. The impact of services in keeping children safe is adequate, but black and ethnic minority children do not feel safe in some areas of the city. The council and its partners are having a positive impact on improving both the health and the educational attainment of children and young people. The Youth Offending Service is performing well.

Areas for improvement

The vision for Sunderland is both challenging and aspirational. Its impact as a driver for change has been inhibited by a lack of clear definition about what it will mean for local people and for the city over the long-term. The council and its partners have recognised the need to define their ambitions more closely in order to focus on the rate and extent of change required. In developing the new Community Strategy, the council should provide itself and partners with concrete, long-term targets and milestones in each key area of their ambition for the community. This will enable partners to test the realism of their plans and align resources to deliver the shared ambitions. It will also give local people and other stakeholders a clear idea of the change they can expect to see and build confidence in the brand as measurable change occurs over time.

The council needs to ensure that work to define longer-term ambitions and targets also informs the council's wider strategic framework, to enable all of its strategies and plans to link coherently to the vision and priorities for the city.

In defining its overall ambitions for the area the council needs to improve the role of scrutiny as an effective and consistent challenge mechanism, both to the council and partners. It should do this by adopting a strategic approach, designing scrutiny work programmes to include regular and systematic review of delivery against community ambitions and the underlying priorities.

Whilst the council engages well with local communities there are gaps in its approach. It needs to establish more effective engagement with each of the marginal and vulnerable groups within its communities and to ensure that diversity is fully reflected in all aspects of policy development, service design, workforce planning and performance management. To do this will mean having good intelligence and effective mechanisms, and using information appropriately to influence priorities and shape services. This is essential if the council is to meet the specific needs and aspirations of its growing and increasingly diverse population.

In taking forward its commitment to environmental sustainability coupled with the importance of the promotion of Sunderland as an attractive place to live and work, the council is embedding environmental sustainability across its services. The council should continue these efforts and should further improve further its performance in recycling and cleanliness. It should continue to work with others, including local organisations and businesses, on sustainability issues.

Corporate Assessment Scores

Headline question	Theme	Score*
What is the council, together with its partners, trying to achieve?	Ambition	3
	Prioritisation	3
What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?	Capacity	3
	Performance management	3
What has been achieved?	Achievement	3
Overall corporate assessment score		**3**
Key to scores * 1 - below minimum requirements **- inadequate performance** 2 - at only minimum requirements **- adequate performance** 3 - consistently above minimum requirements **- performing well** 4 - well above minimum requirements **- performing strongly**		

Joint Area Review (JAR)

The Joint Area Review (JAR) of services for children and young people in January 2007 found that the impact of local services in improving outcomes for children and young people is good overall. Outcomes for children and young people are good in enjoying and achieving, making a positive contribution and achieving economic wellbeing. They are adequate in staying safe. Health outcomes are variable and reflect the level of social deprivation in the city.

Other Inspections

Formal inspections of the Council's Services included:

i) Commission for Social Care Inspection Annual Performance Assessment (Adult Services) - summer 2007
An annual assessment of service for adults was undertaken in the summer of 2007 by the above government inspection body. This continued to judge Adult Service as a three star social care function with excellent outcomes for customers' and excellent capacity for improvement.

Some areas of strength were identified as:
- Strategic approach taken to integrate work of Adult Services into a One Council approach
- Generally high number of vulnerable, predominantly older, people helped to live at home by council
- Good partnership work with health in a number of areas, e.g. hospital discharge process, formal partnerships
- Strong performance against a wider range of national measures, including timescales to deliver assessments and services.
- High levels of direct payments to individuals.

Some areas for improvement were identified as:
- Development of Extra Care Schemes, a form of sheltered accommodation
- Need to continue to switch resources from intensive care delivered in residential/nursing care to that delivered at home
- Need to improve number of people with mental health problems supported by council

ii) Youth Offending Service
An inspection of the Youth Offending Service in November 2006 resulted in a rating of "Excellent with outstanding features" for two of the five inspection judgements. At the time of publication of the inspection report in May 2007, no other Youth Offending Service had achieved a higher overall score.

Good practice from Sunderland was cited in the Joint Inspection of Youth Offending Teams Annual Report 2006/07.

2007 Employee Survey
As part of its commitment to consult with employees, the council conducted its fourth survey of its employees in the autumn of 2007. The core of the survey was the recently developed Health and Safety Executive (HSE) stress indicator tool. This tool measures people's perceptions of their employment experience against the HSE's workplace stress standards. The tool is seen as appropriate, not only because the council will be assessed against these standards by the HSE but also because stress/anxiety related illness is one of the most significant causes of sickness absence, as it is nationally. In addition, the questions are relevant to effective people management and fit the values of the council and the Investors in People standard, focussing as they do on engaging employees with their role and the organisation and providing appropriate support.

The HSE standards and the survey questions cover the following areas:
Demands: includes issues like workload, work patterns, and the work environment
Control: considers how much say the person has in the way they do their work
Support: includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
Relationship: includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
Role: considers whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles
Change: explores how organisational change (large or small) is managed and communicated in the organisation.

The HSE questions were supplemented by a small number of questions, not covered by the indicator but important to the council. These are:
- I know how to get in touch with counselling services if I need them
- I can speak honestly with my manager/supervisor
- I know where to go if I have a problem at work
- The council takes the health and safety of its staff seriously
- Taking everything into account, the City Council is a good employer.

The survey was sent to all non-school based employees (school-based employees will be covered in 2008, using the HSE recommended approach) and managed through a comprehensive programme to help improve the council's position in relation to workplace stress. Steering groups were established in each directorate, supported by the council's health and safety team. The role of the steering group is to analyse the outcome of the survey, identify "hot-spots" and any other relevant issues. These were then explored in more depth in focus groups and action plans are being developed in response to findings. These plans will be submitted then need to be approved and actioned by directorate management teams, with a corporate overview provided by EMT.

The employee survey has primarily comprised the Health and Safety Executive's "Indicator Tool". This questionnaire measured people's perception of their organisations performance against the HSE's management standards for workplace stress. This questionnaire has particular relevance to the City Council, as stress/anxiety continues to be identified as one of our two biggest causes of sickness absence.

The questions within the Indicator Tool also explore issues, which relate to effective people management.

At the time of publication the outcomes of the survey have not been fully analysed. Surveys were sent out to 7,428 members of staff and there were 3,388 returns received giving a return rate of 45.61%. Whereas the overall return rate remains relatively high they vary significantly by directorate:

City Treasurers	75.38 %
Chief Executives	70.31 %
City Solicitors	67.78 %
Development and Regeneration	58.36 %
Children's Services	45.70 %
CCS	40.17 %
Health, Housing and Adults Services	37.99 %

We expect to receive useful norm data from the HSE in the near future but are in the process of creating internal benchmarks, in order to identify those areas in the council where we most need to carry out further investigation and action.

The action plan, in response to the survey will include:
- Report to EMT showing the responses to the survey
- Directorate steering groups will consider their survey responses alongside other relevant information (e.g. sickness absence rates)
- Focus groups of employees will consider those returns which indicate potential areas of concern and develop a more detailed picture of any problems
- Directorate steering groups will develop action plans for agreement by their senior management teams and EMT
- Delivery of the approved action plans will be reported regularly to EMT.

Investors In People
The council successfully retained its Investors In people (IIP) accreditation in November 2007.

The Managing Assessor of the internal review from the independent Assessment North East Ltd highlighted the following in their Internal Review Report:
- The council is characterised by an embedded planning and consultation culture amongst the workforce that helps to shape the delivery of service objectives, even when the strategic objectives of the organisation are led by central government, and the political leadership
- There is a strong commitment to development of the workforce, with equal access to a programme of learning that is focussed upon improving individual and organisation performance
- There is strong evidence of an ethos within the organisation towards empowerment which is characterised by a commitment and motivation towards a common desire to succeed
- Within the organisation there is a focus upon management development with the Sunderland Leadership Programme leading to consistent levels of support from managers, which is characterised by employees reporting encouragement, guidance and recognition from managers
- Developing working relationships within and across the organisation has improved significantly since the 2004 assessment, with project working being more widespread, and similar improvements to partnership working with external partners
- Flexible working is regarded as a very positive initiative, with a significant effect upon higher levels of morale and productivity amongst the workforce.

- Significant areas for improvement were also identified as follows:
- Management effectiveness: while overall managers are seen as effective, there are pockets across the organisation where significant improvements can be achieved in the ways employees are managed and developed e.g. in consultation over issues that affect them, in the recognition of contribution, inclusion in decision making and opportunities to develop potential
- Management capabilities: there is a clear need for greater and common understanding, between manager and employee, of the competencies and/or capabilities that define management behaviour. This will engender a greater level of empowerment, impacting upon levels of taking responsibility and decision making at all levels
- Development of the Sunderland Leadership Programme: has been successful in achieving a greater level of consistency in management effectiveness and the organisation is encouraged to keep it up to date and relevant to all potential participants.

The areas identified will be acted upon with each Directorate management team receiving feedback, and support, from the internal review team to develop an action plan to address improvements.

There are a number of areas upon which the improvements impact, especially the appraisal scheme which is currently under review, and the greater alignment of corporate and directorate training and development priorities and workforce planning.

PERFORMANCE IMPROVEMENT AND MONITORING ARRANGEMENTS

Performance Improvement and Improvement Planning 2008/09
The key improvement priorities for the council both service and organisational are identified in the Corporate Improvement Plan and these are taken forward through objectives and individual actions aligned to each strategic priority. Key to ensuring the council delivers its actions and targets which support achievement of these priorities is the council's performance management arrangements.

The council's performance management arrangements assist the development and achievement of objectives and actions and include: performance measurement, monitoring and reporting; service improvement and review activity. Self-assessment and external inspection, particularly the Comprehensive Performance Assessment process, also drive performance improvement.

During 2008/09 the council will continue to review and enhance its performance management frameworks to ensure these arrangements support service improvement particularly around access, choice and relevance; and value for money and efficiency. The Local Government and Public involvement in Health Act 2007 removed the statutory requirements to undertake best value reviews giving the council greater flexibility on undertaking service reviews to support improvement.

Performance Management Arrangements
Sunderland's performance management framework has been developed to ensure that we are accountable for the economic, efficient and effective achievement of outcomes through appropriate monitoring and reporting arrangements.

Arrangements have been put in place to further develop a more balanced and effective performance management framework for the council. The corporate framework is designed to emphasise our approach to ensuring our performance management arrangements demonstrate:
- An increased focus on measurable outcomes for the area through a balance of national and local targets
- Development of an increasing focus on area based delivery and performance information and measurement
- Alignment of performance management arrangements across the Sunderland Partnership and other statutory requirements
- An increased focus on the effective and efficient use of resources through corporate management arrangements (workforce development, e-govt, the efficiency framework, service integration, equalities etc.)
- The need to improve the robustness and transparency of information to underpin the framework through the implementation of an electronic performance management system.

Effective performance management is at the heart of Sunderland's drive to secure continuous improvement in delivering high quality, efficient, user focused services. It is crucial in relation to positioning the authority to respond to the complex demands of, for example, the shared national priority targets, Local Public Service Agreements, Comprehensive Performance Assessment and the Sunderland Partnership and the increasing use of performance information in scrutinising and challenging services by external inspectorates.

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This framework is designed to facilitate delivery of the national agenda, by making it more meaningful at our local level, through translating it into community priorities that are further supported by corporate objectives. Progress monitoring, analysis and reporting will be a continuous process supporting regular reviews of planning objectives. The framework builds on existing structures and performance management arrangements and performance indicator collection and verification.

The performance management framework in Sunderland builds upon our current simple cyclical model. This model enables us to:

- Determine key priorities and policy framework
- Set objectives and targets
- Develop action plans
- Resource and implement objectives
- Monitor performance
- Review and report performance at different levels according to requirements.

Figure 1 - The Performance Management Cycle in Sunderland

REPORTING
Elected Members
EMT
Area Committees
Public

REVIEWING
Quarterly monitoring
Appraisals
Performance
Improvement
Reviews

STRATEGIC PLANNING
Sunderland Strategy
Corporate Plan
Area Regeneration
Frameworks

IMPLEMENTING
Service Plans
Project Mgmt
Resource Mgmt
MTFP
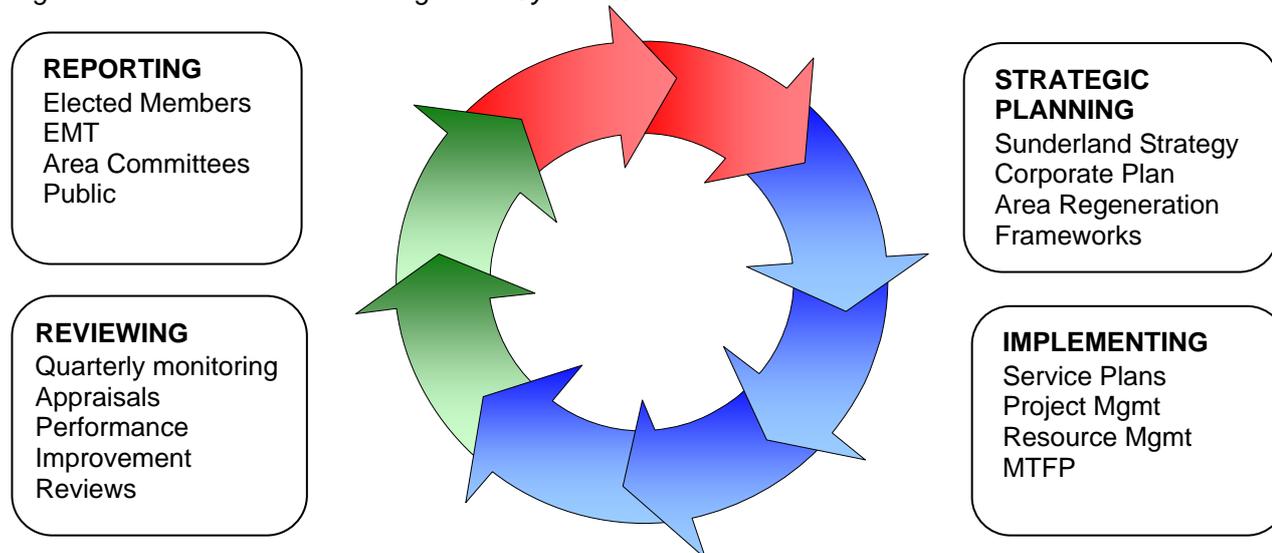
Obviously the system alone will not deliver improved performance. Our culture, (the way in which we work together across departmental and organisational boundaries) is the key to improving performance.

Review and Service improvement
In addition to maintaining high standards of service delivery in everything we do, it is also important for us to take a step back and consider whether there are more efficient, effective and economical ways of delivering services.

We have developed an approach which is part of the council's performance management arrangements. These include reviewing corporate and service improvement integrating improvement and efficiency work closer into a corporate framework The approach combines the principles of best value, scrutiny, e-government and, shared services and efficiency into related programmes that address service, strategic or cross-cutting issues that affect the delivery of our corporate priorities and response to community concerns. This includes:

- Corporate Efficiency Programme and individual projects
- Council improvement programme including corporate projects and service based projects
- The Tyne and Wear Chief Executives Efficiency programme including sub regional projects
- Policy Reviews that form part of the work programme for review (scrutiny) committees are part of the council's performance arrangements
- Service Review work. Facilitating improvement in service areas by providing specific Interventions and support in response to performance issues.

Following the relaxation of the best value review requirements corporate service review work is less focussed on compliance with process and methodology and is designed to secure improvement, through a range of interventions, informed by a wide range of performance information including BVPI's, consultation, complaints, and budget information, and increasingly in the future the BIP.

Service Review is aligned with supporting the BIP. The Business Improvement Programme sets out expectations of future ways of working and the service reviews which form part of this programme will be focussed on identifying the key changes required within services against the processes: Front office, Corporate, Back Office, Service delivery and Support Services. The approach will ensure the future model of customer service and development of standardised models for enterprise wide processes.

In addition to our own review work we also open ourselves up to external challenge. This may be voluntarily through external accreditation exercises, and also through challenge and support from, for example from IDeA, through for example Peer Review. We approach audit and inspection exercises as an opportunity to receive and act upon constructive feedback.

Comprehensive Performance Assessment
2008/09 signifies the final year for the Comprehensive Performance Assessment (CPA), which judges a council's performance. From April 2009 CPA will be replaced by the Comprehensive Area Assessment (CAA), which considers the area and provides a more forward looking view.

Since 2005 CPA has been a more stringent test with increased emphasis on outcomes for local people, partnership working, diversity and value for money. CPA categories were renamed to reflect this change, with the five revised categories being 4 stars (reflecting the highest performance), 3 stars, 2 stars, 1 star and 0 stars.

The revised CPA framework comprises of:
▪ Annual Use of Resources Assessment (including Value for Money)
▪ Annual service assessments of key services including Children and Young People, Adult Social Care, Housing, Environment, Culture and Benefits provided by the Audit Commission, Ofsted, CSCI and BFI
▪ Periodic corporate assessments
▪ Annual 'Direction of Travel' assessment.

The Direction of Travel assessment has a clear label to indicate progress being made in achieving improvement (i.e. Improving Strongly, Improving Well, Improving Adequately and Not Improving Adequately or Not Improving).

CPA results are reported annually through a scorecard published in February of each year.

CPA 2008/09
Although Sunderland has been assessed as a top performing council every year since 2002 the council is not complacent and needs to ensure that it continues to deliver improved services.

The council has always taken the view that the CPA process is a 'means to an end' i.e. supporting continuous improvement in services, and as a learning organisation the council integrates the CPA processes into its performance management arrangements.

In January 2007 the council received a Corporate Assessment and the areas identified as being in need of improvement have been developed into SMART actions and integrated into the Corporate Improvement Plan and individual service plans.

CPA Timeline
The annual CPA process has a number of framework and elements to it and places increasing emphasis on self-assessment and complying with externally set templates frameworks and deadlines.

The council has identified the following outline timeline for 2008/09:

Assessment area	Date
Backward looking Efficiency Statement	July 2008
Benefits self assessment	July 2008
Value for Money Self Assessment	July 2008
Use of Resources Self Assessment	August 2008
Direction of Travel self assessment	September 2008
Efficiency Forecast	October 2008
CPA Scorecard published	February 2009

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Preparing for Comprehensive Area Assessment
Comprehensive Area Assessment (CAA) will replace CPA from April 2009 with the first set of results published in October 2009. The CAA framework will include:
- An annual joint inspectorate risk assessment for each area
- Use of resources judgements for councils, police authorities, primary care trusts and fire and rescue authorities
- Direction of travel judgements for each council
- Local performance against a new national indicator set.

2008/09 therefore provides a significant opportunity for the council and Sunderland Partnership to ensure that they are fit for purpose and that the necessary arrangements are in place to ensure a positive outcome from the new performance framework.

To this end the council will lead on the development and delivery of a CAA Roadmap, which will deliver the necessary improvements for CAA during the forthcoming year and also ensure that the council continues to be high performing within the final year of the current CPA framework.

Performance Contracts
Directorate and Senior Management continue to have Performance Contracts as part of the appraisal arrangements. These are inextricably linked to the service plans for each directorate. All officers have regular update meetings with their managers to discuss performance management issues. The Chief Executive has regular meetings with each Director/Chief Officer.

Overview of Performance in Relation to Best Value Performance Indicators
2005/06 out turn analysis Comparisons with other authorities

	2006/07 Out turn Analysis					Comparisons with other Authorities			
	Total Number of BVPI's	Target Was Set	Target Was Met	Number Improving	Number Declining	Number in the Top Quartile (All England)	Number in the Middle Quartile (All England)	Number in the Bottom Quartile (All England)	Number where comparison is not available
Adult Services	6	6	1	3	3	0	0	0	6
Benefits	17	17	5	7	7	2	10	0	5
Children's Services (Education)	18	18	5	10	5	2	11	5	0
Children's Services (Social Care)	6	6	1	5	1	0	1	0	5
Community Safety	6	6	4	4	1	1	4	0	1
Corporate Health	18	16	5	6	8	1	8	5	4
Culture and Libraries	9	9	7	7	1	6	2	0	1
Environment	24	24	19	13	6	4	13	7	0
Environmental Health and Trading Standards	5	5	5	2	0	3	1	0	1
Housing	7	7	4	2	3	2	2	3	0
Planning	13	13	10	9	1	8	4	0	1
Social Services (Cross Cutting)	2	2	1	2	0	0	0	0	2
Transport	20	20	16	13	7	6	12	2	0
TOTAL	151	149	83	83	43	35	68	22	26

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The council is responsible for ensuring that information used to compile performance indicators is accurate and that associated targets are realistic and achievable. As a consequence it is essential that appropriate arrangements are in place to ensure that sufficient evidence is available to validate the completeness and accuracy of the performance information submitted. These arrangements are statutory and audited on an annual basis by the Audit Commission. As part of last years audit, no Best Value Performance Indicators (BVPI's) have been reserved by the Audit Commission, which means that the audit trail and supporting documentation could be taken from appropriate/reliable records and supported the requirements of the definition. From April 2008 BVPI's are replaced by a new national indicator set which are subject to the same data quality requirements.

CORPORATE HEALTH PERFORMANCE INDICATORS

PI Description	2004/05 Actual	2005/06 Target	2005/06 Actual	2006/07 Target	2007/08 Target
Equality Standard for Local Government Level (BV2a)	1	2	2	2	3
The quality of our Race Equality Scheme (BV2b)	58%	72%	58%	74%	84%
Invoices paid on time (BV8)	90.98%	100%	92.78%	100%	100%
Council Tax collected (BV9)	96.7%	97%	97.02%	97%	97%
NNDR collected (BV10)	99%	99.2%	99.72%	99.7%	99.8%
% of top 5% earners that are women (BV11a)	37.36%	44%	38.2%	39.5%	41%
% of top 5% earners that are from ethnic minorities (BV11b)	1.11%	1.9%	0.74%	1.1%	1.5%
% of top 5% earners that are disabled (BV11c)	New in 2005/06	Not Set	2.29%	2.5%	2.8%
Number of working days lost due to sickness (BV12)	Qualified	10.4 days	11.87 days	11.2 days	10.2 days
Early retirements/staff (BV14)	0.28%	0.2%	0.41%	0.15%	0.12%
Ill health retirements/staff (BV15)	0.3%	0.2%	0.17%	0.16%	0.15%
Staff with disabilities (BV16a)	1.75%	3%	2.3%	2.6%	2.9%
Economically active population with a disability (BV16b)	21.18%	Not Set	21.18%	21.18%	21.18%
Staff from ethnic minorities (BV17a)	0.85%	1.25%	0.9%	1.3%	1.5%
Economically active population who are from ethnic minorities (BV17b)	1.9%	Not Set	1.9%	1.9%	1.9%
Buildings w/facilities for people with disabilities (BV156)	16.82%	44%	45.1%	74.51%	82.35%
Types of interaction delivered electronically (BV157)	99.2%	100%	99.47%	100%	100%
% of standard searches carried out in 10 days (BV179)	100%	100%	97.66%	100%	100%

CORPORATE IMPROVEMENT OBJECTIVES

(CIO1) DELIVERING CUSTOMER FOCUSED SERVICES
(CIO1/1) Putting the customer at the centre of service delivery *(Transformational Change)*
The council has made a policy commitment to delivering services through new access channels and will have invested over £12 million in the contact centre, customer service centre network, and other access channels by 2009. To ensure maximum value for money from this investment, it is essential that the council plans the migration of all appropriate services to these access channels as agreed in the Council's Improvement Programme

Delivering services through new access channels will contribute to:
- Increased customer satisfaction with council services
- Better understanding of Customer needs and access patterns which will inform the future delivery of services
- Allowing customers to chose the access channel that is most appropriate to them for that particular transaction at that time
- 90% of calls being answered within 30 seconds and 95% of all calls being answered
- 80% of all queries being concluded at the first point of contact
- 100% of the population residing within two miles radius or one bus ride of face-to-face information and advice about council services

- One organisation, with a single front line reception delivered through the Customer Service Centre Network
- The development of other access channels e.g. Internet
- Supporting the co-location and integration of services with public sector partner organisations.

The changes will ensure that:
- Overall customer satisfaction is improved and maintained at a high level
- Take-up of services is improved
- Services are delivered in a way that offers the best value for money
- Customers can chose the way in which they interact with the council
- Services can be tailored to customers needs
- Avoidable contact with the council will be reduced

Efficiency gains from the changes will include:
- Reducing face-to-face service payment and increasing remote payment
- Increasing the number of flexible and mobile workers to reduce the council's property portfolio
- Increasing the use of web based services and text based messaging
- Reducing back office administration through Business Process Reengineering
- Increasing Direct Debit payment
- Investment in systems that will allow staff to better understand customer needs and will allow customers to serve themselves.

The council launched a programme of customer service transformation in March 2003. It is a wide-ranging programme that aims to improve service delivery, particularly in respect of access to council and other services. This is underpinned by strategic performance improvement arrangements and e-Government. Central to the programme is a commitment to reshape internal policies, systems and approaches to improve the service users experience. Ultimately, the council's aim is to put services in the right places with the right people to deliver. To achieve this outcome the council is creating a comprehensive, citywide network of modern service delivery outlets that offers citizens a choice of how, when and where they access services by using the latest advances in technology. Progress to date is exemplified by the Sunderland Customer Service Centre Network.

Equally important to the realisation of the council's vision is the cultural change that is required within the council. The council recognises that doing things better means doing things differently, not just in terms of the technology used but also in respect of the way that council staff do their jobs - making services more accessible may mean different opening hours or by making links between services offered by different parts of the council. The council is putting in place measures that will enable staff and Members to make the cultural shift required and "release the potential" of the organisation.

The activity required to deliver improved customer focussed services will be co-ordinated through the Business Improvement Programme.

(CIO1/2) Seeking customer feedback and views to shape services *(Customer Feedback)*
What the council and its partners should provide by way of services, starts with the citizen or the consumer of the service provided. Consultation is at the heart of policy formulation and is recognised as an essential component in informing the planning and delivery of services to meet people's needs.

Consultation activity is crucial to improving council services by helping the council make more informed and better decisions. Consultation is critical in delivering improved services by ensuring that the services delivered are relevant and delivered equitably in the most effective and efficient way. This includes consulting specific hard to reach groups and targeting scarce resources to where they are most needed.

The council has a Corporate Consultation Strategy in place, which contains a variety of corporate and service based mechanisms to elicit feedback from stakeholders, clients and consumers of services. Examples of the corporate approach include:
- The annual Residents' Survey
- A comprehensive budget consultation strategy
- The use of the citizen's panel, Community Spirit
- A 'Hard to Reach' Framework

Service based consultation is also widespread and includes the use of dedicated groups for discreet services in the Social Care sector, and individual service surveys such as the benefits User Satisfaction Survey, the views of local citizens on the provision of customer service centres, satisfaction with footpaths, and the uptake of school meals.

(CIO1/3) Using the findings from reviews to shape and improve services (*Reviews*)
External inspection, review and challenge are used to improve council services and achieve maximum value. External findings are welcomed and acted upon in order to secure improvement and value for money. Examples include:
- Annual Audit and Inspection Letter
- Comprehensive Performance Assessment and Annual Service Block Assessments
- Inspections by external agencies including Ofsted and CSCI
- Annual Performance Assessment for Children's Services and Adult Services
- Peer Review including IDeA
- Use of external consultants.

As part of its performance management framework the council utilises a number of internal review functions and processes to ensure services are challenged and areas for improvement are highlighted for attention. These include:
- Internal Audit Services
- Efficiency reviews
- Service review and improvement activity Corporate risk management resources
- Business improvement programme and service enhancement projects
- Benchmarking activity

(CIO1/4) Using ICTs to enhance service access and delivery (*e-Government*)
The ICT service provides information and communications technology services across the council. The technology is used to facilitate the transformation of service delivery, improving accessibility, social inclusion and business working with the council and its partners. This leads to improved service delivery and more efficient working.

The ICT service, whilst independently judged as a better than average service provider, is due to embrace industry best practice standards to raise the councils ICT Service provision to excellent status by mid 2009. This will further improve the quality of service provided, how ICT services are delivered, via the business improvement projects, and with integrated ICT systems that underpin the council's services. Council directorates are now supported through ICT Business relationship 'Key Account Managers' who provide a liaison function for effective development and improvement to services.

Collaboration with other parts of the public service remains vital. The Head of ICT chairs the City of Sunderland ICT Partnership, which works to develop solutions that can benefit the whole of the public service in the city and is a board member in the cities partnership with Washington DC. Other members of staff contribute to the Society of IT Management and lead local specialist groups (i.e., Information Security Management, ICT Service Management and IT Skills Foundation, etc).

(CIO2) BEING 'ONE COUNCIL'
(CIO2/1) Developing and investing in our staff to deliver first class services (*Workforce Development*)
As the council's most valuable resource, employees are vital to the council continuing to improve its services. As an employer and a service provider in a period of change, the council's workforce is at the centre of its ability to achieve its long-term vision. Therefore, the council needs a comprehensive and structured approach to improve organisational performance by creating a culture where people feel valued and respected an which focuses on achievements, outcomes and development opportunities.

The council's Human Resource Strategy is a key enabler and supports the achievement of its vision and priorities and objectives. Its primary purpose is to provide a framework within which the council is best placed and able to manage its human resource. The main focus for the strategy is to:
- Lead the organisation on HR issues and influence key decision -making processes
- Support the building of skills and capacity within the workforce for change and modernisation
- Lead and challenge the council to ensure proactive and fair treatment of the workforce and community and employment related issues
- Coordinate workforce improvement projects including Investors in People and Flexible Working
- Develop, implement and provide advice and support on HR issues and policies
- Support the health, safety and well-being of employees within the workplace.

The following is a summary of key projects which will facilitate the delivery of this strategy:

The council will ensure appropriate use of ICT to improve service access and delivery and the new HR and Payroll system has been operational since December 2006. Phase 2 of the implementation of the system is a key project in the council's Business Improvement Programme and will include the further population of HR information into the system.

The Service Transformation team works directly with front line services to support the development of improved service to customers, by improved efficiency (the ratio of inputs to outputs) and or job enrichment. Customer needs may cross boundaries between providers and the team ensures that silo-based delivery is challenged with an emphasis on the requirements of the customer rather than the organisational structure of the provider.

A Flexible Working project concluded in March 2007, as a result of this pilot a Mobile and Home Working policy is now being developed, with a toolkit designed to support managers in assessing suitability of the option and setting out a procedure for implementation.

An e-recruitment project is currently in the planning stages. The aims of this project are to make the recruitment process accessible and user friendly for potential applicants, improve the recruitment service for directorates, improve data collection and monitoring and reduce costs.

Consultation on the accessibility and usefulness of our employment policies and procedures concluded with the Employee Representative Groups - Equality and Diversity in July 2007. Many positive findings emerged such as the range of the policies, the flexibility they offer and clearly identified responsibilities. Improvements were identified which will be incorporated as policies are reviewed e.g. as a result of legislation. Recommendations include a simpler layout, simplified language and the development of manager and employee guides where this would be appropriate.

A range of activities are being developed to ensure equality and diversity is embedded in all council services and activity. The council is committed to the continued development of a fair and equitable employment structure; a key activity for 2007 was the development and launch of the E-Learning Equality and Diversity Training package which is being delivered to all employees. 6 employee representative groups for equality and diversity have been established to represent the 6 equality and diversity strands: age, gender, disability, race, religion or belief, and sexual orientation. These groups are made up of volunteer employees who would like to contribute to the council's equality agenda, with particular focus upon their equality strand. A Corporate Workforce Diversity Plan has been developed which sets out the actions the council will take to improve and support a diverse workforce.

All individual contracts awarded by the council which involve the transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts

(CIO2/2) Making all of our services and our workforce inclusive to all (*Equality and Diversity*)
The council seeks to fully embed the principles of equality and inclusion into all elements of service delivery and employment practice. Not only removing barriers to equal access but also making sure that equality is pro-actively considered as part of all function planning and management. This approach is required to meet the requirements of new and existing legislation.

To help councils to progress more effectively with this agenda the Equality Standard for Local Government was introduced. This standard was developed as a tool to enable authorities to mainstream gender, race, disability, age, sexuality and faith equality across all council policy and practice. It is designed to cut through existing institutional processes and practices that potentially could harbour indirect discrimination and establish a consistent and fair system to make sure all council activity is fair and accessible to all.

The standard provides a comprehensive and measurable system, comprising of five consecutive levels. Each level builds on the achievement of the previous, and if applied properly it takes time, commitment and resources. The heading for each level is:
▪ Level 1: Commitment to a Comprehensive Equality Policy
▪ Level 2: Assessment and Consultation
▪ Level 3: Setting equality objectives and targets
▪ Level 4: Information systems and monitoring against targets
▪ Level 5: Achieving and reviewing outcomes.

Sunderland currently assesses itself as at level 3 of the standard and is aiming to achieve level 4 by the end of the 2007/08 financial year. In order to achieve this, the council will need to demonstrate that it has achieved progress on the systems developed at level 3, specifically:

- We have set equality targets for service delivery and employment based on the outcomes of equality assessments (INRA) and we can demonstrate progress against these targets
- We have translated equality objectives into Directorate action plans with specific measurable targets and we can demonstrate progress against these targets.
- We have developed information and monitoring systems that allow us to assess progress on the achieved targets
- We have a full and systematic consultation process involving designated community, staff and stakeholders.

The successful achievement of the standard relies on each level of the workforce playing their part in incorporating equality consideration into everything they do and engaging with agreed corporate equality processes; this is described in the council's corporate Equalities Scheme.

(CIO2/3) Building capacity to provide leadership and deliver effective services (*Capacity Building*)
The council established the Strategic Management Development programme (which now takes the form of six monthly Strategic Management Team seminars) in 2003 to support the key role of senior managers in leading change and continuous improvement. Subsequently, feedback from this group suggested the need for a common development programme, at a variety of levels, for the council.

To address this need a programme, based on a common set of standards, has been developed, with the first groups starting in September 2005. The main objective is to provide essential management development support, which will be available on a consistent basis to all directorates and service areas.

Using a common programme supports the council's objectives by encouraging networking between participants from different service areas; using a common set of core competencies linked to the delivery of the council's Vision and Values; and making use of national and local good practice including the use of sophisticated tools such as psychometric assessment and 360 questionnaires to identify individual development priorities.

The programme is designed to build capacity at a variety of levels, for example at Level 2 offering support to managers/supervisors who are new to the role, or who are likely to be moving into this role in future. An advanced leadership programme developed in October 2007 offers progression routes linked to externally accredited awards such as Foundation degrees. This process requires significant support in order to be delivered effectively. Internal expertise is utilised together with external providers for specific development activities and support sessions. Programme content reflects current developments and priorities within the City Council and is linked to the workplace.

Each level in the programme is based on three distinct stages:
- Individual pre-assessment to agree priorities and identify specific development needs
- Attendance on the programme, involving a mix of workshop sessions, action learning, and formal assignments
- Evaluation and review, with the main aim of assessing the impact on individual performance.

(CIO2/4) Improving council communications *(Communications)*
The introduction of the Sunderland Image Strategy and a new identity for the council in 2005 has established new ways of communicating more effectively with residents. The principles of the communications guidelines are:
- Ensuring all communication is fit for purpose
- Ensuring all communication is audience-focussed
- Using Plain English
- Improving the effectiveness of communication
- Ensuring all communication aligns with the principles of the brand
- Generating trust with the audience by ensuring all communication is meaningful to them
- Evaluating and reviewing, learning from best practice.

(CIO3) EFFICIENT AND EFFECTIVE COUNCIL
(CIO3/1) Ensuring a consistent performance framework and culture across the council *(Performance Improvement)*
Whilst the council has achieved the top excellent/4* star rating under the Comprehensive Performance Assessment process, the council still recognises that it needs to continuously improve and wants to deliver high quality, accessible and relevant services to all sections of the community.

CITY OF SUNDERLAND COUNCIL

The council is committed to continuously improving the quality and value for money of all the services it provides.

To achieve improvement the council has developed a robust Planning, Performance and Financial Management Framework which it reviews and updates to ensure its relevance. This provides a clear, strategic focus on the important challenges facing the local community. This framework is deployed systematically and consistently across the council to ensure a focus on performance improvement. Features include strategic leadership, transformational and transactional improvement, organizational development e.g. IIP, appraisal, performance measurement monitoring and review; procurement; project management; risk management and communications.

The council continually monitors its progress against its corporate objectives to ensure outcomes improve and to ensure resources and activities will be effective in addressing local priorities.

(CIO3/2) Ensuring services are provided in the most efficient, economic and sustainable way *(Efficiency, Value for Money and Resource Consumption)*

The council is committed to providing services that give Value for Money (VfM) to its citizens. VfM is an integral part of the council's framework to continually improve its services. Through the use of its financial and performance management arrangements the need to ensure VfM is embedded into the culture of the council's activities and its arrangements with partners.

VfM is achieved by ensuring that what is delivered is what is required and is a priority, and by ensuring that the service is delivered in the most appropriate way to ensure VfM is achieved. Our focus on VfM is a key element of realising our 'Vision for the City' by ensuring that services are delivered in the most efficient and economical way, within available resources and wherever possible, independently validated by service users and the wider community.

The council's Strategic Framework for Driving Improvement in Services and Value for Money sets out how the council drives improvement in VfM corporately, in its services and through the use of partnerships. The framework has been built up over a number of years to ensure a holistic approach to secure, demonstrate and drive improvement in VfM throughout the council. The framework will be further developed in light of the Governments revised requirements for efficiency for the period of the CSR07.

The Audit Commission performs an independent examination of the VfM performance of the council when it carries out the CPA Use of Resources assessment. The council was again awarded 4 stars for its Use of Resources 2007 assessment and within that 3 Stars for the VfM assessment. The 4 star assessment places the council as the highest rated in the Tyne and Wear sub region for the third consecutive year. In addition, the council was one of only two councils in the North East Region and one of only seven Metropolitan Councils in the country to receive a 4 star assessment for Use of Resources.

For the 2007 assessment a VfM self-assessment was produced and approved by Cabinet in July 2007 for submission to the Audit Commission. In addition it was subjected to scrutiny by the council's Review Committees with areas of comparative high spend identified for service review.

The VfM cost profiles used by the Audit Commission in undertaking the 2007 VfM assessment showed that Sunderland Council's total spending on all services per head of population is slightly above median compared to other Metropolitan Councils. Whilst the reasons for different expenditure levels can be complex, the general reason for our position slightly above the median is that we have greater levels of deprivation than the average Metropolitan Council and suffer from greater population decline, which presents a continual challenge to reduce fixed costs over time.

The success of the council's overall approach to ensuring VfM in the services it provides is evidenced in the fact that Sunderland has had the lowest council tax in the Tyne and Wear region on a consistent basis for several years, and in 2007/08 had the lowest in the North East region. In 2007/08, Sunderland's Council Tax also compared favourably to other Metropolitan Councils (being 10th lowest out of 36 Metropolitan Councils). This has been achieved despite the requirement to meet significant cost increases in recent years in relation to inflation, equal pay compensation, single status, waste disposal and pensions. As part of the Budget Consultation Strategy the views of citizens have been sought and taken into account in relation to spending priorities and in respect of council tax levels.

CITY OF SUNDERLAND COUNCIL

Against this background the council has a good track record for improving priority services:
- 72% of Best Value Performance Indicators were above the average performance of other councils in 2006/07 compared to 69% in 2005/06. In addition 55% of indicators had improved performance compared to 43% in 2005/06
- Resident satisfaction with the council reflected in the MORI survey 2006 showed the number of people satisfied / very satisfied with council services as growing
  - Refuse Collection   - 87% to 88% satisfied
  - Street Lighting   - 83% to 88% satisfied
  - Recycling   - 77% to 83% satisfied
  - Street Cleaning   - 60% to 64% satisfied
  - Road Maintenance   - 57% to 59% satisfied
  - Footpath Maintenance   - 51% to 61% satisfied

The council continually challenges how it provides services to ensure improvement in VfM. Major examples of strategic developments in recent years include the Housing Stock Transfer and the Airport Share Sale which enabled income amounting to over £60 million to be generated, which has been used to lever significant resources to invest in other major programmes to regenerate the City and improve services to customers e.g. the Aquatic Centre, Sunniside / High Street West regeneration and development and Customer Service Centres.

As a result of close partnership working between the council, other Local Authorities and Copenhagen Airports Limited, the council secured an additional receipt of £15million as a result of a refinancing initiative of Newcastle International Airport. This additional resource is to be utilised for the benefit of the residents of Sunderland.

The council is working with partner organisations to deliver improvements in the quality of life in the City and achieve more efficient ways of delivering services. There have been numerous developments which have beneficially engaged a range of partners including:
- Following a successful Building Schools for the Future bid, the council is receiving £120 million of investment to replace, modernise and refurbish 7 secondary schools and 1 primary school whilst minimising the revenue consequences for the council and council tax payers
- The new Rainton Bridge Business Park brings a regional focus for e-business and ICT activity and attracted investment totalling £100million
- In partnership with English Partnerships, One NorthEast and Sunderland Arc, the Sunniside partnership aims to regenerate the Sunniside Area

Additional investment by the council is targeted at priority services with the aim of achieving improved outcomes for customers and improved performance. Recent examples include:
- Additional funds to improve the cleanliness of our streets and the attractiveness of our parks
- Investment in recycling to further improve performance which resulted in the Government set statutory target for 2007/08 of 20% being exceeded one year ahead of schedule
- Investment in Disabled Facilities Grants to enable people to stay in their homes independently for longer
- Additional funding for projects for young people to improve things to do and places to go in their area
- To recognise the pressures on older persons services, including investment in preventative services
- Additional investment in Job Creation schemes to create new job opportunities
- Investment to allow improvements to the stock of Library books to meet Library standards and encourage use of Libraries.

The council has a strong track record of demonstrating the achievement of efficiencies across the whole range of its services:
- The council identifies efficiency savings through its budget and spending plans. The Budget Planning Framework and Medium Term Financial Strategy seeks to minimise the impact on services by maximising efficiency savings through a combined approach of corporate efficiency projects, service and policy reviews and Directorate specific efficiency projects
- Historically, cash limited budgets and the use of restricted inflationary increases have led to efficiency savings being used to both contain budgets within cash limits and provide resources for reinvestment. Targets for efficiency savings have traditionally been set as part of the annual budget process. The 2008/09 Budget has been formulated taking into account the achievement of £2.466 million efficiency savings through a combination of Directorate and Corporate efficiency projects. Further details of these can be found in the Efficient and Effective Council (CIO3) narratives in individual Portfolio and Service Plan sections of this Corporate Improvement Plan.

- Specific Efficiency Reviews are being undertaken, driven by the Improvement Agenda. Examples include the Service Transformation Project, Business Improvement Programme and a variety of modernisation strategies including the Children's Placement Strategy and the Home Care Strategy
- In addition the council is currently undertaking a range of Corporate Efficiency projects including Voice over Internet Protocol, Corporate Procurement, Energy Management and Office Accommodation Review. Corporate projects which have generated efficiency savings in 2007/08 of £986,000
- Annual Efficiency Statement (Gershon Efficiency Review) - the council achieved £9.119 million of cashable and non cashable efficiencies in 2006/07, with a cumulative value of ongoing efficiency savings to the end of 2006/07 of £22.427 million, representing 8.9% efficiency gains and savings. This compares to the Department of Communities and Local Government (DCLG) target to the end of 2006/07 of 5% and means that the council exceeded the Governments target of 7.5% by 2007/08 one year ahead of target. In addition, the council is on target to achieve efficiency gains in excess of the Governments 2.5% stated target for 2007/08.

A focus of VfM from 2008/09 continues to include the efficient consumption of material resources, to ensure the City Council manages and reduces unnecessary resource consumption to alleviate the increasing financial pressures of certain commodities (energy, waste, water, road fuels, consumables), as well as reducing the City Council's overall environmental impact. As a starting point, council services will be required to develop a more prudent approach to material resource consumption. To support this, a Carbon Management project is underway, to manage and reduce consumption of carbon-based fuels. Future years will see this approach duplicated in other areas of resource consumption that have environmental impacts (e.g. water, waste).

(CIO3/3) Acquiring goods, works and services *(Procurement)*
The City Council makes decisions about balancing a range of issues in determining how services are provided and how goods, works, services and assets are obtained. These include direct employment of staff, contracting with suppliers and service providers or entering into partnerships with the private, public or voluntary, community and social enterprise sectors.

Sunderland City Council, like all other Local Authorities, spends significant amounts on the procurement of goods, services and works. For Sunderland this figure is around £240m per year. Procurement is more than the activity of 'purchasing' and is defined in the National Procurement Strategy for Local Government as 'the process of acquiring goods, works and services, covering both acquisition from third parties and from in-house providers. The process spans the whole cycle from identification of needs, through to the end of a service contract or the end of the useful life of an asset. It involves options appraisal and the critical "make or buy" decision that may result in the provision of services in-house in appropriate circumstances'.

Excellent procurement is therefore at the heart of the council's ability to deliver good quality, value for money services, supplies and construction to the City Council and to the people of Sunderland.
The council has a good track record of successful procurement and delivering value for money for its citizens. The Council's Corporate Procurement Strategy sets out how the council intends to continue to use procurement effectively to deliver its Vision, Strategic Priorities and underpinning service objectives whilst achieving Best Value.

The Corporate Procurement Strategy is a key element towards providing better, more reliable and responsive services for local people.

(CIO3/4) Using a standard methodology to manage projects effectively *(Project Management)*
The council has adopted the principles of the PRINCE2 project management methodology suitably customised to meet the needs of the council. The use of a standard methodology has developed common standards for project management with clearly defined responsibilities and escalation routes, leading to improved decision making.

The City Council uses this methodology to link individual projects and their objectives. Key requirements include the development of a project initiation document (PID) which includes a robust business case at the outset and post implementation reviews to test out whether and to what extent original objectives and benefits have been achieved. The results of post implementation reviews inform the actions to be taken in future to improve project management.

The implementation of the methodology is supported by a Programme and Project Office (PPO) working jointly with key contacts and project teams in Directorates. A working group made up of representatives from each directorate, has been established to further improve and review the council's approach to project management. This strengthens the work of the PPO by drawing on the experiences and feedback from key officers, to develop an organisational culture that records, shares and learns from previous experience.

(CIO3/5) Delivering the Capital Strategy *(Asset Management)*
With an approximate value of £700 million, land and property holdings are the council's second largest asset behind the workforce in terms of value. As such, physical assets represent a significant opportunity and responsibility.

How the council uses its land and property can have significant implications for a variety of key factors such as employment opportunities, income generation, environmental impact and access to services. All of these and many other factors need to be taken into account when making decisions and considering issues associated with the portfolio of assets. In order to ensure that all appropriate considerations are taken into account an Asset Management Plan is produced for the council. The plan forms the basis for the delivery of the Capital Strategy, identifies the fitness for purpose of existing assets, identifies strategic and service changes impacting on the use of assets and provides a framework for the establishment and implementation of asset reviews.

The council has implemented the findings of the IPF Healthcheck which it commissioned in respect of its approach to strategic asset management. This has resulted in an improved corporate approach to the use of its assets, and to improvements in value for money. The Capital Strategy Group and the directorate Capital Boards have been established. These ensure that the council's capital resources are utilised efficiently to deliver the councils key objectives. The Asset Management Plan is the delivery vehicle for the Capital Strategy, and the council has re-structured Property Services to ensure that the strategic asset management function is able to provide property data and technical support to service areas taking decisions regarding service delivery through the property portfolio.

The key strategic functions are;
- The allocation of maintenance budgets to the operational delivery team using prioritised survey data to maximise effectiveness of resources
- Production of individual property asset plans to minimise property related risks e.g. compliance with legislative standards
- The management of property health and safety responsibilities, such as asbestos and legionella risk management and reporting
- Inspection regime on priority property elements e.g. mechanical, electrical etc.
- Energy Conservation Team, delivering efficiencies and a reduced carbon footprint through the Energy Management Review
- Production of Condition, Suitability and Sufficiency surveys
- Prioritised programme for alterations to comply with the Disability Discrimination Act following access audit delivery. (All services are accessible via services management programme implemented in October 2004)
- The procurement of an asset management data base to support efficient production and use of strategic property data.

The focus of the strategic function will be on the delivery of a programme of property reviews that will identify preferred options for the reduction and rationalisation of the portfolio, and that will investigate the opportunity for shared use of premises with partners.

(CIO3/6) Identifying, analysing, controlling and monitoring risks *(Risk Management)*
Successful Risk Management enables the council to effectively manage strategic decision-making, service planning and delivery, to safeguard the well being of its stakeholders and is crucial to the achievement of all Strategic Priorities and Corporate Improvement Objectives.

Risk Management is one of the principal elements of Corporate Governance. The process involves identification, analysis, control and monitoring of risks and the maximisation of opportunities that can impact on the council's priorities and objectives. Effective Risk Management will also assist the council in addressing its requirement as part of the Accounts and Audit Regulations 2003.

All Members, employees, service providers, partners and stakeholders are expected to play a positive role in embedding the culture, ethos and practice of good Risk Management in all activities.

There is increasing focus and pressure throughout the Public Sector to demonstrate that effective Risk Management is embedded at all levels throughout the organisation. Its aims are:
- To ensure the council is aware and understands the nature and extent of the risks it faces individually and in partnership working
- To have an effective strategy and robust strategic framework in place to manage those risks effectively throughout the council

- To ensure the Risk Management element of Corporate Governance standards is achieved and to support the Statement of Internal Control
- To ensure that the council mirrors best practice nationally in all aspects of Risk Management
- Everyone, including partners, to effectively manage risk to ensure the council's Strategic Priorities and Corporate Improvement Objectives are achieved.

The council regularly approves the commissioning of a new Corporate Risk Profile, which is reviewed and updated on a six monthly basis by the Corporate Risk Management Group. The Profile identifies the major risks and opportunities facing the council, outlining current controls, making recommendations to improve their management including allocating responsibilities. The risks are aligned to both Strategic Priorities and Corporate Improvement Objectives The Corporate Risk Management Group's role is to:

- To monitor and review the overall performance of the council in Risk Management.
- Implement, develop and review the agreed Policy and Strategy for the management of risk throughout   the council annually
- Ensure there is an effective framework for the management of risk throughout the council including Partnerships
- Ensure Risk Management is embedded in all corporate businesses
- Develop, monitor and review the Corporate Risk Profile including the associated actions
- Report six monthly to Chief Officers / Cabinet / Audit and Governance Committee in relation to the above
- Provide an annual report to Cabinet / Audit and Governance Committee on the arrangements in place and activities undertaken. This will include proposals for future improvements and developments and include the outcome of the annual review of the Risk Management Policy Statement and Strategy
- Coordinate corporate risk management activity
- Review activities of Directorates in relation to their risk management activities including receiving quarterly reports
- Ensure communication links with Directorates are effective
- Assist in providing guidance on Partnership and Project risk management and that the risk management process specifically encompasses significant partnerships to provide the council with appropriate assurances
- Consider bids for utilisation of the risk management fund.

The council has designed and developed an in-house training package, which has been rolled-out across all Directorates and continues to be available for refresh. This is supported by risk management being included as part of the Corporate Induction process and both the production of an in-house risk management magazine RiskWatch and intranet website.

The council produces Risk Profiles for its major partnerships and initiatives/projects such as Building Schools for the Future.

(CIO3/7) Establishing robust plans and procedures for dealing with emergencies *(Business Continuity and Emergency Planning)*
The purpose of the Emergency Planning function is to deliver emergency preparedness in the face of current threats. This is achieved principally by means of the preparation of plans and procedures, the carrying out and participation in training and exercising events, liaison and co-ordination.

The introduction of the Civil Contingencies Act 2004 (CCA) provides a statutory framework for civil protection. Monitoring the effectiveness of our activities under the CCA will be achieved through the Comprehensive Performance Assessment (CPA) and Cabinet Office Capabilities Programme.

The council, as a 'Category 1' responder has specific duties in respect of:
- Risk assessment
- Emergency planning
- Business Continuity Management (BCM)
- Communicating with the public
- Sharing information
- Co-operation.

The Act also places a duty specifically on local authorities to give advice and assistance to businesses and voluntary organisations in relation to Business Continuity Management.

A report by the Audit Commission in 2006 reviewed the response to the CCA by Category 1 responders in Tyne and Wear. The report identified a number of recommendations made by the Audit Commission, which have been agreed and taken forward by those involved in the review. Additionally, feedback from the 2007 CPA inspection identified that the council is:

"Performing well in meeting the requirements of the Civil Contingencies Act 2004"

Business Continuity Plans have been developed across the council and were tested during 2007. Plans are now being reviewed to meet with the requirements of the recently introduced British Standard for Business Continuity - BS25999.

The Major Incident Plan has also been updated to ensure compliance with the CCA and is reviewed every six months.

Work continues to embed widespread ownership and responsibility for emergency planning and business continuity throughout the organisation. Elected Members and all council service providers have a role to play in establishment of procedures and plans for each of the CCA based duties described above.

The Cabinet Office Emergency Planning College has delivered training to Elected Members, Chief Officers and Heads of Service. The Tyne and Wear Emergency Planning Unit also has a programme of annual training which is available to officers who have a role in the response to incidents.

The Northumbria Local Resilience Forum (LRF) has been set up as a requirement of CCA and is chaired by the Chief Executive of the Council. The LRF has sub-groups to address specific areas of CCA and the council is represented on relevant groups by the Emergency Planning Team or other relevant officer from the council.

To ensure local multi-agency working, the Sunderland Resilience Group (SRG) has been formed and meet regularly to discuss emergency planning matters. The group is made up of relevant Category 1 and 2 responders, as well as other organisations such as Sunderland Association Football Club, Sunderland University and The Bridges and Galleries shopping centres. The SRG are currently developing a risk register for Sunderland and an evacuation plan for the City Centre.

(CIO3/8) Using the outcomes and findings of audits to improve services *(Audits)*
The council is subject to regular internal and external audits. The principal objective of these audits is to provide assurance to the council and the public regarding the council's governance arrangements and internal control environment, and to assist management in delivering the objectives of the council. To this end it is the responsibility of auditors to identify:
▪ Whether operations are being carried out as planned and objectives and goals are being met
▪ The adequacy of systems established to ensure compliance with policies, plans, procedures, laws and regulations, i.e. rules established by the management of the organisation, or externally
▪ The completeness, reliability and integrity of information, both financial and operational
▪ The extent to which the council's assets, data and interests are properly accounted for and safeguarded from losses of all kinds, including fraud, corruption, waste, extravagance, abuse, ineffective management and poor value for money
▪ The economy, efficiency and effectiveness with which resources are employed.

(CIO3/9) Delivering CPA improvements and preparing for CAA *(CPA/CAA)*
The Comprehensive Performance Assessment (CPA) was introduced in 2002, during which time the council has received two Corporate Assessment inspections of the whole council (in 2002 and 2007) and annual assessments of its Use of Resources and key services. Throughout this period the council has identified and implemented a series of improvement themes and actions to both prepare for, and respond to the findings of, the various inspections and assessments. These are contained within the Sunderland Strategy, Corporate Improvement Plan and individual service plans (and were previously documented within the CPA Road Map and CPA Action Plan before that). This approach has helped ensure that the council has the best chance of maintaining its 4 star (previously 'Excellent') status and the judgement that it is improving well.

From April 2009 CPA will be replaced by the Comprehensive Area Assessment (CAA), the details of which are still emerging. The council will spend 2008/09 working with its partners in the Sunderland Partnership to ensure that the necessary building blocks and infrastructure is in place for the city to be considered fit for purpose within the new performance framework. . The necessary actions and interventions will be incorporated into a CAA Roadmap for the council and Sunderland Partnership.

As well as ensuring that the city is prepared for CAA, the CAA Roadmap will also include actions that ensure that the council continues to be high performing in the final year of CPA.

(CIO4) IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
(CIO4/1) Delivering the Sunderland Strategy Strategic Priorities, linked statutory requirements, LPSA2 and LAA *(Quality of Life)* -
The Sunderland Strategy 2004-2007 has provided the key strategic focus for the development of the city and its economic, social and environmental well-being for the last four years. As a key partner in the Sunderland Partnership the eight Strategic Priorities of the Sunderland Strategy 2004-2007 have been placed at the heart of the council's activities. The Sunderland strategy 2004-2007 has now expired a new Sustainable Community Strategy has been developed for the city. The new Sustainable Sunderland strategy articulates / encapsulates a long-term, aspirational vision for the city and the five themes of the new Strategy remain central to the council's activities.

The council established two agreements with central government to deliver elements of the Sunderland Strategy 2004-2007. The LPSA2 was agreed in October 2005 and covered the period until March 2008.The LPSA2 included 12 key targets for improving the quality of life in the City and 'narrowing the gaps' between the most and least deprived in the city. The targets sought to enhance outcomes against the Strategic Priorities in the Sunderland Strategy including reducing crime, improving the environment, improving health and increasing economic prosperity. It is estimated that over half of the LPSA2 targets will achieve 100% of their end target with the remaining targets achieving over 60% (the threshold for an element of reward grant). The management of the submission of final LPSA2 figures to Government will take place during 2008/09 and proposals will be developed for the reward grant collection.

The council also developed a Local Area Agreement (LAA) with Government, which was to run for 3 years from April 2006. The agreement covered four main blocks: safer and stronger communities; healthier communities and older people; children and young people; and economic development and enterprise. The Sunderland Strategy aims under each of these themes (or similar as categorised in the Strategy) were incorporated into the LAA with the LAA "becoming the practical expression of the long term vision". As the new Sustainable Sunderland Strategy has been developed the LAA is being refreshed to act as the short delivery and performance management plan for the vision, with the LAA blocks being re-structured according to the new Sustainable Sunderland Strategy Themes.

(CIO4/2) Developing a strong Sunderland Partnership *(Local Strategic Partnership)*
The Sunderland Partnership is recognised as one of the best in the region being one of only four Partnerships that have been given a green light by Government Office North East in their performance assessment.
There is still however much more that we can achieve collectively and one of the strengths of the partnership is recognising that there is always room for improvement, in the way that we are structured, our strategic focus and interface with the community at large. Partners are committed to strengthening the Partnership and making it work more effectively.

Furthermore, Sunderland's LSP is represented on 'LSP futures' a group which includes representation from a number of LSP's, which is working to identify and share best practice in LSP's and to inform government strategy, policy and practice .

(CIO4/3) Developing and maintaining strong partnerships *(Partnerships)*
The council is involved in a variety of partnerships that sit outside the city's strong Local Strategic Partnership. At an international level these include the city's Friendship Agreement with Washington DC and twinning arrangements with St Nazaire and Essen, all of which will continue to provide Sunderland with important learning opportunities. The city is also involved in partnerships at a regional level, acting as host for the TyneWear Partnership and the City Region Partnership.

The City Region Partnership includes Tyne and Wear, Northumberland and County Durham councils and works towards the main policy areas which have been assessed as making the most sense to develop at a City Region level, such as: Economic regeneration; Skills and Employment, and Transport. Sunderland also plays a key role in the Area Tourism partnership for Tyne and Wear, which is a private and public sector initiative.

The council's partnership working extends from a strategic level right through to service delivery with examples including pooled budgets with the NHS to deliver Community Equipment Services and Community Mental Health Partnerships and of joint staffing of initiatives such as the Drugs Action Team (LA/TPCT) and Job Linkage (LA/Jobcentre). The Sunniside Partnership and Sunderland ARC are strong partnerships that are delivering significant changes to the structure of the city and helping to raise the cities aspirations and ambitions.

(CIO4/4) Improving the city's image *(Image)*
Work to improve the city's image has been undertaken for over two years. Perceptions are beginning to shift in a positive direction, however there is much more work to do. The council and its partners have committed to a vision for Sunderland that would make the city the most liveable city in the UK. Capitalising on the city's great environmental assets, quality of life and innovative development, the ethos of the Sunderland brand values of " life-enhancing", "balanced" and "smart" are being built into all council activities, policies and strategies for the city, the council and the Partnership.

The Sunderland Marketing Group, consisting of representatives from the private, public and voluntary and community sector, acts as the brand guardian for the city, advising the Sunderland Partnership Board on all marketing opportunities and activities.

CITY OF SUNDERLAND COUNCIL

REVENUE ESTIMATES 2008/09

GENERAL SUMMARY

Page No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
87	7,612,336	2,825,720	3,943,656	Leader / Deputy Leader	2,951,297
144	8,489,852	5,906,168	7,707,324	Resources	7,017,496
224	57,159,177	54,270,633	56,878,560	Children's Services	58,665,710
301	61,083,383	57,896,480	61,034,620	Adult Services	65,842,401
353	21,423,410	20,048,378	20,348,861	Planning and Transportation	20,622,006
405	5,744,637	4,834,846	4,888,482	Housing and Public Health	5,167,210
453	20,029,928	19,231,941	19,280,650	Neighbourhood and Street Services	20,358,659
538	4,858,665	4,749,029	4,792,837	Regeneration and Community Cohesion	4,794,629
584	31,095,448	24,991,127	25,686,523	Culture and Leisure	26,589,300
	0	13,005,585	6,193,037	Provision for Contingencies	14,416,187
				Capital Financing Costs:	
	4,032,214	6,310,000	6,310,000	- Revenue Contributions to Capital Programme	5,159,000
	17,805,004	19,037,000	19,037,000	- Debt Charges	19,397,000
	(7,566,386)	(2,600,000)	(2,600,000)	- Interest on balances	(2,600,000)
	(229,166)	(224,000)	(224,000)	- Interest on Airport long term loan notes	(186,000)
	(6,024,350)	0	0	- Transfer to/from Reserves	0
				Technical Adjustments:	
	5,320,000	3,670,000	5,980,000	- FRS 17 - Net Pensions Interest cost and expected return on pensions assets	4,840,000
	(1,747,182)	3,640,000	178,380	- FRS 17 - Transfer from Pensions Reserve	(1,717,822)
	(25,490,596)	(19,170,000)	(24,362,023)	Reversal of Capital Charges	(22,288,000)
	203,596,374	218,422,907	215,073,907		229,029,073
				LEVIES	
	16,939,867	17,462,000	17,462,000	Tyne and Wear Passenger Transport Authority	17,929,000
	123,961	136,357	136,357	National Rivers Authority - Flood Defence	151,372
	60,492	40,000	40,000	North Eastern Sea Fisheries Committee	42,156
	17,124,320	17,638,357	17,638,357		18,122,528
	220,720,694	236,061,264	232,712,264	**TOTAL NET EXPENDITURE**	247,151,601
	3,774,625	(6,535,000)	(3,186,000)	Less: (Use of)/Addition to Balances	(4,049,000)
	224,495,319	229,526,264	229,526,264	**LOCAL BUDGET REQUIREMENT**	243,102,601
	46,480	48,804	48,804	Hetton Town Council	50,268
	224,541,799	229,575,068	229,575,068	**TOTAL BUDGET REQUIREMENT**	243,152,869
				Deduct Grants etc.	
	22,505,437	20,303,424	20,303,424	Revenue Support Grant	18,507,022
	116,586,970	120,982,887	120,982,887	National Non Domestic Rates	132,944,980
				Collection Fund Surplus:	
	6,477	0	0	- Community Charge	0
	441,095	500,000	500,000	- Council Tax	500,000
	139,539,979	141,786,311	141,786,311		151,952,002
	85,001,820	87,788,757	87,788,757	**TOTAL COUNCIL TAX REQUIREMENT**	91,200,867

CITY OF SUNDERLAND COUNCIL

ESTIMATE OF GENERAL FUND BALANCES

	£000s	£000s
Balances as at 31st March 2007		**15,194**
Additions to Balances 2007/08		
Repayment of temporary financing	65	
Contingency, debt charge and interest savings	9790	
Local Authority Business Growth Incentive Scheme	306	10161
Use of Balances 2007/08		
Contribution to Revenue Budget	(2,550)	
Contribution to fund the Capital Programme	(4,050)	
Transfer to the Strategic Investment Reserve	(6,747)	(13,347)
Estimated Balances 31st March 2008		**12,008**
Use of Balances 2008/09		
Contribution to Revenue Budget	(1,150)	
Contribution to the Capital Programme	(2,899)	(4,049)
Estimated Balances 31st March 2009		**7,959**

CITY OF SUNDERLAND COUNCIL

CONTINGENCIES 2008/09

	£000's
Pay and Price Increases including Single Status	5,930
General Contingency	900
New Adoptions and Grounds Maintenance	127
Featurenet Costs	230
Strategic Change Programme	314
Service Budget Pressures-Legal and Demand Changes	920
Safeguarding Action Plan	200
Security Services	75
Waste Disposal	1,750
Business Continuity	150
Legislative Changes and CPA Improvement Plan	679
Corporate Efficiency Reviews	(500)
Homelessness	100
Repairs and Maintenance	250
Coroner - Fees and Charges	91
Inward Investment - International Strategy and Cultural Development	350
Strategic Priorities	900
Port Dredging	200
Highways Maintenance	400
Job Enrichment	400
Civil Parking Enforcement	150
Waste Disposal Strategic Solution - Preparatory Costs	500
Local Asset Based Vehicle - Phase 2 and Masterplanning	150
Attendance Management - Additional OHU Capacity	150
	14,416

LEADER AND DEPUTY LEADER

ROLES AND RESPONSIBILITIES

The Leader and Deputy Portfolio provides strategic leadership to the council with a particular focus on major, corporate, cross-cutting and commercially sensitive issues, policy development, budgetary matters and the Capital Programme. Within this context, the Portfolio has specific responsibility for the following activities and functions:

- Corporate strategic management
- Modernisation of Local Government
- Partnerships (including the Local Strategic Partnership)
- External Affairs
- Regional Matters
- Chairing the Safer Communities Partnership
- Work relating to the Comprehensive Performance Assessment
- Equalities
- Strategic Change Programme
- Inward Investment
- Twinning
- City Image
- City Centre Partnership
- Member Development
- Programme and Project Office
- Customer Service Network.

The Portfolio has a strategic and guiding role in respect of each of these areas, although some of the operational and service based functions, for example City Centre and Safer Communities Partnerships work, sit within other Portfolios alongside other complimentary and related services.

PORTFOLIO CONTEXT

Statutory Context

The Leader and Deputy Leader Portfolio works within the context of the Government's Modernisation Agenda 1999 and the 2002 White Paper "Strong Local Leadership-Quality Public Services." In July 2004, the Government outlined its 10 year vision for local government based on the principle of public service reform and in October 2006, published the **Local Government White Paper: Strong and Prosperous Communities.** The White Paper clearly sets out a stronger role for local authorities in leading their communities and reinforces the important role of elected members. It also promises to "allow more freedom and flexibility at the local level".

The White Paper focused on four key objectives:

- Improving public services
- Improving places
- Better use of money
- Getting closer to people.

Key proposals of the White Paper included:

- A new performance framework cutting the number of national performance indicators to 200, and targets to around 50 and replace CPA with new assessment arrangements with a reduced and risk based role for inspection
- An enhanced role for councils as strategic leaders and place shapers through stronger Local Strategic Partnerships and next generation Local Area Agreements (LAAs) with a duty to cooperate between councils and local partners
- Stronger cities, strategic regions, reforms to passenger transport and the development of Multi Area Agreements
- Stronger political leadership by requiring all councils to opt for a directly elected mayor, directly elected executive or indirectly elected leader for a four year term
- A strengthened role for front line councillors including the potential to invoke community calls for action on local issues
- A wider and stronger role for scrutiny including the power to require evidence from local service providers and a duty for them to have regard for scrutiny arrangements
- Devolution of powers including removing the requirement for the Secretary of State's consent to bye-laws and the creation of parish councils
- Community Cohesion - encouraging councils to put integration and cohesion at the heart of community strategies and LAAs.

The **Local Government and Public Involvement in Health Act 2007** received Royal Assent in October 2007. The Act provides a legislative framework on which a number of proposals in the White Paper are based including:

- Simplifying electoral arrangements by enabling councils to adopt all-out elections every four years and single member wards
- New leadership models with councils choosing between a directly elected mayor with a four year term, or an indirectly elected leader with a four year term
- Improving community governance, including extending the power to promote well-being to parish councils who meet specified criteria, devolving powers to principal local authorities to undertake community governance reviews
- Providing a statutory basis for LAAs and a formal framework for co-operation with local partners
- Reducing the number of targets which LAAs are required to meet and the selection of those that they are from a National Indicator Set
- Empowering councillors to raise issues with overview and scrutiny committees as part of expanding Councillor Calls for Action to cover all local government services
- Providing new powers for overview and scrutiny committees to review and scrutinise the actions of key local public service providers
- Enabling devolution to local authorities of the making of certain byelaws and providing for more effective enforcement through fixed penalty notices
- Introducing a new duty on best value authorities to involve representatives of local people in the design and delivery of services
- Reforming the regime for the conduct of local authority members, with most aspects devolved to councils, a clearer, simpler code of conduct for members, and a streamlined, more strategic Standards Board.

Sir Michael Lyons was asked to carry out an Inquiry into local government finance in July 2004. The Inquiry's report **Place-shaping: A Shared Ambition for the Future of Local Government** was published in March 2007. The overall conclusions of the Inquiry included:

- Local government's place-shaping role is crucial, particularly to improve satisfaction and well-being through local choice and flexibility, and economic prosperity through close working with business
- Central and local government need to work more closely together as part of a single system, with greater clarity about who is responsible for what, and with local people having a greater say in local priorities.

The **Sustainable Communities Act 2007** gained Royal Assent in October 2007. The main thrust of the Act is to give local people more control over improving their community, by allowing a "Community Panel" to suggest ways local spending could be better used to improve local services and quality of life. The City Council, along with all other local authorities, will need to consider the way the mechanisms in the Act will work alongside those in the Local Government and Public Involvement in Health Act 2007.

The Governments Budget 2006 announcement included that the 2007 Comprehensive Spending Review would be informed by a series of policy reviews, one of which was a **Review of Sub-National Economic Development and Regeneration** to consider how to strengthen economic performance in regions, cities and localities throughout the country.

The review was led jointly by the Treasury, Communities and Local Government and the Department for Business, Enterprise and Regulatory Reform and their predecessor departments. The review outlines the Government's plans to refocus both powers and responsibilities to support its objectives to encourage economic growth and tackle deprivation at every level.

In November 2005, the Home Office produced the **Transformational Government Strategy**, which outlined three key areas:

- Services enabled by ICT must be designed around the citizen or business, not the provider, and provided through modern, co-ordinated delivery channels
- Government must move to a shared services culture - in the front office, in the back office, in information and in infrastructure - and release efficiencies by standardisation, simplification and sharing
- There must be broadening and deepening of Government's professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change.

In the Budget 2006 announcement, the Chancellor of the Exchequer stated that he had asked Sir David Varney to advise on the opportunities for transforming the delivery of public services. In December 2006 the Varney Review: **Service Transformation: a Better Service for Citizens and Businesses, a Better Deal for Taxpayers** was published. This identifies major opportunities to strengthen public service delivery to make it more accessible, convenient and efficient. This will impact on the work of the Portfolio as there will be more opportunities to deliver better public services through joining up service provision across the public sector and by engaging more directly with users in the design and delivery of services.

The **Electoral Administration Act** was introduced in July 2006. This Act alters the way that elections are conducted with the aim of making them more accessible and convenient for voters and to improve the security of the voting process. The Act has already affected the 2006 annual canvass by imposing on the Electoral Registration Officer the duty to canvass door to door and train all staff.

Local Socio-Economic Change
Please refer to the Local Socio-Economic Change section of Chapter One "The Council" for the issues relevant to this overarching Portfolio.

Other Key Issues
The Portfolio shares with the Resources Portfolio, responsibility for work in relation to the **Comprehensive Performance Assessment (CPA)**. In January 2007 the council, under the direction of the Leader and Deputy Portfolio, was subject to its second, full CPA assessment, which concluded that the council is a Three Star Authority - Performing Well. The Portfolio will spend 2008/09 working with the Sunderland Partnership to ensure that the necessary building blocks are in place for it to be able to be considered fit for purpose within the new Comprehensive Area Assessment (CAA) which replaces CPA from April 2009.

Critical to continuing to improve and maintain the highest rating possible under the CPA and the CAA is the council performing its community leadership role effectively. The council therefore continues to lead and co-ordinate the **Sunderland Partnership** and plays a leading role in the development of the Sunderland Strategy, the Partnership's framework and action plan for improving quality of life in the city. The Sunderland Strategy 2004-2007 provided a single, co-ordinated focus for taking Sunderland forward and set out 8 shared strategic objectives, the priority areas where improvements were most needed and under which challenging targets, to which all partners were committed, were set. During 2007/08 the City Council has led the development of a new sustainable Sunderland Strategy taking the city from 2008 and beyond. This comprises a longer term vision for the city (agreed by the Partnership) underpinned by more detailed action plans in the form of a revised **Local** LAA and **Local Area Strategies**.

In terms of delivering the Sunderland Strategy and working towards the realisation of the Vision for the city, the Government introduced two initiatives, the **Local Public Service Agreement 2 (LPAS2)** and LAA to assist councils and their partners to pursue local priorities, as opposed to national targets and priorities. In autumn 2005 the council signed up to its second LPSA containing 12 challenging targets in service areas where improvements will have the most significant impact on improving quality of life. The LPSA, like the over-arching Sunderland Strategy, had a particular focus on narrowing the gaps between best and worst off in the city. LPSA2 concluded in March 2008. During 2008/09 the Leader and Deputy Leader Portfolio in conjunction with the Resources Portfolio will manage the submission of the final LPSA2 figures to Government.

The LAA provides an opportunity for partners to refocus services on the key issues facing local people and to continue to improve service delivery. The Agreement commenced in April 2006 for 3 years, with annual reviews to take account of any changing priorities and circumstances in the city. As part of the process of preparing the new sustainable Sunderland Strategy a refreshed LAA, aligned to the new Strategy will commence in April 2008.

The Transformational Government Strategy was produced by the Home Office in 2005, to ensure citizens benefit from a range of consistent IT-enabled public services. The Varney Review, published late in 2006 clearly defines how this will have real impact on people's daily lives. In responding to this, the City Council has implemented the **Business Improvement Programme (BIP)** "to enable the council to deliver effective, efficient, equitable and economic customer service". Every Portfolio in the council is involved in the BIP, however the responsibility for the programme lies within the Leader and Deputy Leader Portfolio.

The draft **International Policy**, published jointly mid 2006, by the then Local Government International Bureau (LGIB) and Local Government Association (LGA) continues to provide an over-arching framework for the Portfolio's international activity. It has four main aims:
▪ To increase the involvement of UK local government in international cooperation
▪ To help UK local government maximise the domestic benefits of international cooperation in relation to service delivery and community well-being
▪ To raise awareness of the role that UK local government can play in promoting the development of local democracy overseas and the important contribution they can make to international development activities
▪ To emphasise that all forms of international cooperation are valid and equal, and can contribute positively to the reputation of UK local government.

The LGIB was mainstreamed within the LGA during 2007/08. This mainstreaming of international activity at the national level mirrors the city's move to a more co-ordinated and strategic approach through its **International Strategy**, endorsed by Cabinet and the Sunderland Partnership Board in October 2006. This seeks to maximise the benefits and opportunities of international engagement to ensure this supports the council and its partners in achieving the vision set out in the Sunderland Strategy.

In 2006, Sunderland signed a **Friendship Agreement with Washington DC**, providing a new and high-profile opportunity to develop international co-operation in economic development and tourism promotion, ICT and e-government initiatives to promote social inclusion and citizen participation and other initiatives to increase the quality of life in both communities in addition to working together to raise awareness and understanding of the unique historical link between Sunderland and Washington DC (this is the first time that Washington DC has signed such an agreement with a non-capital city). The Portfolio will be working to establish a clear programme of activity to cement this relationship during the year.

Significant progress has been made with the development of the Friendship Agreement during 2007/08, including the first official incoming visit linked to the Sunderland Remembering Slavery Programme and the arrival into the city of two scholarship students. During 2008/09, education initiatives will be widened to engage more schools across the city and effort will be invested in developing joint work on tourism, ICT and e-government, and building on initiatives to promote business-to-business activity.

A framework for engagement with China was agreed by Cabinet and the Sunderland Partnership Board in September 2007. Development of a formal co-operation agreement with the city of Harbin will be progressed during 2008/09, alongside activity with Nanjing and Liuzhou in relation to software development, the automotive sector, and further and higher education activity.

The White Paper "Strong and Prosperous Communities" indicates that a range of approaches could be adopted by local authorities to address their specific physical regeneration needs. Tailored to local circumstances, "special purpose vehicles" would have the support of Government and its agencies. A key driver behind this initiative is the likely future reduction in Government funding, possible restrictions on English Partnerships and Regional Development Agencies to provide support for regeneration projects and the need to maximise local authority assets.

Having considered the pace of regeneration in the city and the support expressed by the Government and its agencies for "special purpose vehicles", the council has procured specialist advice on the case for establishing a **Local Asset Based Vehicle (LABV)** for Sunderland.

Discussions have taken place with English Partnerships, One NorthEast and Sunderland ARC on the merits of forming such a "special purpose vehicle". These involved consideration of whether private sector institutional investors can be more beneficially engaged to provide a vehicle for delivering an agreed programme of physical regeneration projects in Sunderland. An in-principle agreement on this basis could represent an opportunity to develop a succession strategy for Sunderland ARC, providing continuity and allowing schemes to be delivered in a more market orientated approach established by engaging with a private sector partner. The council also considered the scope of a LABV with the apparent difficulty and uncertainty around securing funding from public sources and how such sources might best be sustained in the long term.

It is imperative that the council is clear and explicit about its goals of an LABV over its life, accordingly the following objectives have been identified:

1. Maximise the investment by the private sector and ensure local public assets are utilised to their full potential to finance a number of key regeneration projects on a sustained basis. The key projects could include:
    - The relevant ARC redevelopment sites and those established as part of a Business Plan review
    - The Port of Sunderland
    - Sunniside Project
    - A Local Housing Company
    - Private sector housing renewal
    - Infrastructure schemes
    - Improving the commercial viability and vibrancy of the city centre.

2.   Promote and foster development to complement the best of Sunderland's natural and built environment.

The council procured a consultant to provide specialist advice in two stages in respect of the establishment of an LABV. The consultant advised that, subject to further validation work and due diligence, there is evidence to support the creation of a LABV for the delivery of the city's regeneration vision and for it to be the succession vehicle for Sunderland ARC. However underpinning this are four principle challenges for long term regeneration in Sunderland.

- Aligning public sector resources into delivery of a single vision
- Increasing the pace and scope of regeneration delivery
- Levering private sector funding
- Optimising council resources.

Indicative analysis shows that over £100 million of council and English Partnerships assets have the potential to stimulate over £300 million of regeneration investment. Although there remains a requirement to improve the quality of data around the asset base, and increase clarity around the potential of a regeneration vision for the city, the financial modelling undertaken, based on a wide range of assumptions, illustrates scenarios where there appears to be growth potential that would support a LABV.

The consultant considered the emerging vision for regeneration across the city and has performed indicative analysis on both an agreed base case and agreed sensitivities. Whilst there is still work to do to refine the vision, and the programme of projects that underpins it, this work suggests that further investigation on the creation of a LABV should be undertaken.

The consultant advised that the following steps are required to progress consideration of a LABV:

- Articulate a continuing regeneration vision for Sunderland that is shared by the four key regeneration agencies - the council, English Partnerships, ONE, Sunderland ARC
- Define and agree a hierarchy of regeneration priorities backed up by further investigative analysis including the consideration of the potential for inclusion of council and other public assets
- Assess the time and resources required to complete a comprehensive Area Development Framework
- Agree whether the creation of a comprehensive masterplan will be undertaken by the public sector agencies, or forms part of the role of the LABV
- Establish market interest in the agreed vision for Sunderland
- Consider and keep under review the other main options for consideration against the LABV.

If upon completion of the above it has been demonstrated to the satisfaction of the council and its partners that establishing a LABV would be in the best interests of achieving Sunderland's physical regeneration ambitions then the partners could decide at that point to move on to implement the delivery strategy identified by the consultants:

- Creating a project team and governance structure
- Developing tender documentation, including governance framework and commercial parameters
- Building and sustaining competitive tension through effective procurement processes
- Selecting a partner and putting the LABV into operation.

Key Actions for Portfolio Improvement in respect of an LABV for Sunderland are contained within the Planning and Transportation Portfolio.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Review strategic planning process and Corporate Improvement Objectives (CIO) content and ensure ownership throughout the council	Yes. CIO content reviewed, no changes made as they remain relevant as the focus of the council's internal improvement Approach to CIO reporting within the Strategic Planning Process amended to entail reporting against the four CIOs rather than the 21 CIO Priorities. Services required to align Key Actions for Service Improvement against the CIOs (if appropriate) within 2008/09 Strategic Planning Process Corporate Improvement Plan (CIP), CIP Summary and Annual Report more widely publicised within and outwith the council Copies of CIP provided for all Members, Chief Officers and Heads of Service. Copies of CIP Summary and Annual Report circulated to all Members and all services, forwarded to all members of Corporate SMT and available at all council Customer Service Points and Libraries	CIO reporting within the Strategic Planning Process has developed a more strategic focus Informal survey across staff levels and directorates has indicated differing levels of access to CIP Summary and Annual Report. Further analysis of responses will explore more informed targeting of the documents for 2008/09 CIP Summary questionnaire responses will be used to inform improvements for 2008/09	All CIOs All SPs	All
Review Sunderland Partnership with Government Office and act on areas identified	Yes. The Sunderland Partnership again received the highest possible 'green' rating in its annual review with Government Office North East.	The review with Government Office for the North East identified liveability and health as our key priorities for improvement. There will continue to be a focus in these areas, and Government Office is satisfied that the strategies in place will suitably address these issues.	All SPs	All

LEADER AND DEPUTY LEADER

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Prepare and publish new Sunderland Strategy; co-ordinate and lead on LAA and align to Strategy; finalise delivery of LPSA2	New Sustainable Sunderland Strategy to be agreed and published in April 2008 For each priority within the Sunderland Strategy the Sunderland Partnership highlighted the key challenges facing the city. An action plan has been developed for each priority and key targets from the action plans agreed as LAA targets Various activities undertaken to keep partners and council officers up to date with LAA policy developments including sustaining the LAA steering group, maintaining communications with Thematic Partnerships, providing reports to the council's Executive Management Team, Cabinet, Sunderland Partnership structures and communicating regularly with GONE Consultants commissioned to run 'Theory of Change' workshops to enable all partners to input to the development of the Sustainable Sunderland Strategy Delivery Plan and the LAA priority indicators Workshops supplemented by guidance to provide a consistent approach to the input into the LAA	Partners have an agreed vision for the city and are working towards the same goals Partnership has an agreed framework for measuring and managing performance LAA informed by all key stakeholders in the city and priority indicators selected reflect Sunderland Partnership priorities Resources from all partners aligned to those priorities Mechanisms put in place to measure and monitor progress effectively LAA has clear links to Sustainable Sunderland Strategy priorities	All SPs	All
Undertake marketing and communications activity that helps embed and implement the Image Strategy	Yes. Marketing and communications activity promoting the values of the Image Strategy has been undertaken, including: - re-cycling campaigns - carbon neutral Airshow - e-volve marketing campaign A Photography database has been developed. The brand, which is 'selling' Sunderland in an aspirational and positive way, relies heavily on high quality photography and the controlled use of that photography by the council and partners A council wide Image Group has been developed to roll-out the implementation of the Image Strategy.	Enhanced reputation of the city and council and raised aspirations amongst residents Promotion of the services and facilities on offer to residents and encouragement of take-up and participation Encouragement of investment in the city, creating improved education, employment and investment opportunities	All CIOs All SPs	All

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Improve information for council Members	Yes. A protocol for ensuring Members receive all press releases has been developed. Members are involved in the production of all press releases. A weekly Members' update has been developed. Committee communication has been partly addressed through meetings with officers.	Members are better informed of issues affecting the council and the city. Members are alerted earlier to potential media coverage. Members have the opportunity to catch-up on positive media coverage. Members are better informed, more able to respond and better able to represent the views of their constituents.	All CIOs All SPs	All
Pilot a Partnership-wide International Strategy Working Group to co-ordinate the ongoing development and implementation of the Sunderland Strategy	Yes. Steering Group chaired by Chancellor of Sunderland University, met approx quarterly. Membership from Partnership organisations and thematic partnership representatives broadened during 2007/08	Greater understanding for members of the Steering Group of international activity within other Partnership organisations - more co-ordinated approach to: - work with Ireland - co-operation with China - addressing migration issues	CIO4	
Develop programme for Friendship Agreement with Washington D.C.	Yes. Programme of activity developed though not set out within a formal programme for the year	Opportunities for children at JFK Primary School to learn about another culture, their heritage, and slavery through partnership with Garfield Elementary School, Washington School, through involvement in 4th of July event Information on Washington D.C., George Washington's life and historical connections included within and alongside exhibition on Remembering Slavery. Increased opportunities for residents to develop knowledge and understanding of other cultures and their heritage Business opportunities including Sunderland company involved in promoting Investors In People as a business development model to businesses and organisations in Washington D.C	CIO4 SP1 SP2 SP6	4 5

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
		Kiteflyer from Washington D.C. participated in International Friendship Festival. Enhanced cultural event available for residents and visitor		
Promote EU trans-national funding opportunities and represent city's policy interests	Yes. Commonwealth Local Government Forum Good Practice Scheme - discussions with lead officers, consideration of options for international development and endorsement of proposal to pursue this scheme by International Strategy Steering Group

Support for regional role within European Strategy Group (ESG) and North East England Office in Brussels (NEEO); assessment of the potential of EUROCITIES network and submission of application | City's priorities fed into government consultation exercises and policy development discussions

No demonstrable impact from EUROCITIES membership yet (application submitted October 2007 and approved))

Limited impact from NEEO engagement due to changes in management arrangements | CIO4

SP1 SP2 SP4 SP6 SP7 SP8 | All |
| Develop opportunities for staff to obtain and cascade information and give feedback through internal communications | Yes. Further development and support for the production of 'Workwise' has been provided

'Team Briefing' developed for all services

Business Improvement Programme Communication Pan developed for 'roll out' during 2008/09 | Increased access to information by staff

Staff are better informed, more able to respond and act as ambassadors for the council | All CIOs | All |
| Apply for Election Pilots and apply new legislation to voter registration (aiming for 100% coverage of door to door canvassing) | Yes. An advance voting pilot was undertaken at the 2007 local government elections

Door to door canvassing was conducted across the city as part of the voter registration annual canvass for the first time. Also the first ever exercise to obtain personal identifiers (date of birth and signature) from postal vote holders (approximately 60,000 electors) was successfully undertaken. This exercise will be refreshed every five years | Increased opportunities for electors to register to vote

Improved voter registration and postal vote holder records | CIO1 CIO2 CIO3

SP8 | 5 |
| Maintain a robust electoral management system suited to the needs of the city | Yes. A successful partnership with Express Software ensured the requirements of the Electoral Administration Act 2006 with regard to making elections more accessible, convenient and secure were implemented | Improved voter registration procedures and postal vote holder records | CIO1 CIO3

SP8 | 5 |

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Continue Member development programme to further enhance the community leadership role	Yes. Protocol developed to ensure Members receive all press releases Members involved in production of all press releases Weekly Members' Update developed	Members are better informed of issues affecting the council and the city, are alerted earlier to potential media coverage, have the opportunity to catch-up on positive media coverage and are better informed, more able to respond and better able to represent the views of their constituents	All CIOs All SPs	All
Business Cases to drive projects should be formally reviewed and updated upon project changes and at stage boundaries	Yes. Checklist developed to check that the Project Initiation Document (PID) (the documents that contains the Business Case) includes all essential information The Programme and Project Office (PPO) has helped to review business cases for several projects	All project business cases reviewed and updated throughout project life cycle to ensure the business case and project remain robust and fit for purpose Updated roles and responsibilities, leading to more confident Project Executives who are empowered to make decisions and provide clear direction to Project Managers, resulting in more projects being delivered on time and within budget. PID incorporates benefits identification and benefits realisation plan, helping ensure projects achieve what is set out and provide value for money	All CI0s SP1	1
Introduce communications training within the formal project management training course	Yes. Project management training course updated in line with the revision of the project management methodology PID has been revised to include a Communication Plan for the project. This highlights the importance of communications and emphases the need for clear communication for every project to ensure everyone who might be affected by the project is informed of what's going on	Updated project management training course The Project Executive role description has been updated to show they are responsible for adequate communication in the project All project managers complete a communication plan as part of the PID. The communication plan notes who needs to know about the project, what information they need, when they need it and the best format to produce the information for that group of people	All CI0s SP8	5

LEADER AND DEPUTY LEADER

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Agree Customer Service Strategy (CSS)	Yes. Final draft of Customer Service Access Strategy (CSAS) reported to Cabinet for approval in Quarter 4 2007/08. Includes detailed three-year action plan	CSAS launched, action plan implemented Wider choice of council services available to residents in areas where they live Improved access to council services Enhanced partnership working leading to a more efficient and affective service delivery Increased customer satisfaction	CI01 CI03 CI04	
Develop new and innovative channels for service delivery	Yes. Under development as part of Digital Challenge initiative	Use of appropriate digital technologies to support customer's access to services Improved access to council services Enhanced partnership working leading to a more efficient and affective service delivery Increased customer satisfaction	CI01 CI03 CI04	
Continue to pursue the development of existing strategic employment sites (inc. Rainton Bridge) within the city in line with investment opportunities	Yes. Working with partners, opportunities for further development of existing strategic employment sites have been explored, and developed to meet investor demands.	Increased career and employment opportunities and further diversification of the business base in the city.	SP1	1
Review existing provision of targeted financial incentives to ensure market appropriateness. Modify where necessary	Yes. Range of financial incentives to support local business growth and job creation offered, including rent relief and job creation grants	Increased business investment in the city Increased variety of job and career opportunities for local residents	SP1	1
Develop core indicators to measure outcomes and impacts of services to demonstrate results in the local economy	Yes. Dataset of national indicators identified to monitor local economic performance, relevant data sourced and collated	Information gathering to make informed decisions about future activities and opportunities, resulting in more sustainable, targeted inward investment activities, such as business support	SP1	1

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Portfolio leads on the development of the new Sustainable Sunderland Strategy which will ensure that the council and all partners across Sunderland are working to deliver improved services more closely aligned to the needs of the city. As part of this, consultation was carried out with various groups across the city to incorporate their priorities.

The Portfolio also leads on the council's Strategic Planning Process. As part of this process all services are required to align their actions for service improvement in respect of each of the Corporate Improvement Objectives (CIOs). Feedback in respect of this process is sought each year and used to inform improvements in future year's processes.

The Portfolio has responsibility for managing and co-ordinating the council's Business Improvement Programme (BIP). This improves the way the council delivers services, by delivering what the customer wants and needs, while improving the customers' experience of using council services. This will be achieved by looking at how individual services are provided and allowing customers to choose how they want to access a service from a range of options. The BIP will improve first point of contact resolution for customer queries, improving the customer experience by delivering a timely, efficient service.

The Portfolio plays a key role in ensuring that all communications materials produced are customer focussed and fit for purpose. This has been achieved through the development and implementation of a corporate identity for the city, council and Sunderland Partnership.

Within the Portfolio a Customer Service and Access Strategy (CSAS) that articulates how the council will ensure that customers and customer focus are at the heart of the council's priorities has been completed. An action plan has been developed to deliver the key priorities in the strategy.

With regards to attracting business to the city, the Portfolio uses informal customer feedback to shape delivery, particularly in areas around financial incentives and marketing. Further informal feedback and formal monitoring of financial incentives schemes will be undertaken to provide effective support to local business that delivers real job opportunities.

The Portfolio played a key role in developing the International Strategy in 2006 drawing on information provided by council directorates and Sunderland Partnership representatives on the level and nature of existing international activity, and views on areas within which the international dimension can make a contribution. The International Strategy is to be updated as the Sunderland Strategy is revised and informal feedback is sought on an ongoing basis from members of the International Strategy Steering Group regarding its effectiveness to date, and from partners on activities undertaken under the Friendship Agreement with Washington D.C.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Staff within the Portfolio are aware of the equalities agenda and have completed Equality and Diversity online training. Impact Needs Requirement Assessments (INRA) have been undertaken for a number of the Portfolio's service's policies and procedures. Equalities (including INRA) activity is co-ordinated by an Equalities Working Group which feeds into the corporate Equalities Groups network and ensures the cascading of information from and to staff within the Portfolio.

The Corporate Improvement Plan (CIP) Summary, introduced in 2005/06, aligns council actions to Strategic Priorities and CIOs rather than Portfolios (as in the CIP) to enable greater understanding of the cross-cutting nature of the council's activities. Similarly, within the Sunderland Strategy actions and objectives are grouped under priorities for the city, rather than council directorates.

The introduction of the new identity for the council fully supports the objective of being one council. The council logo is the primary logo appearing on communications materials, providing service users with a clear understanding of who is delivering services.

The BIP has a matrix management approach which requires the organisation to work across traditional organisational boundaries to deliver programmes and projects that impact on the whole council. This approach is being trialled across the Office of the Chief Executive and will be reviewed on the completion of the first phase of BIP projects.

The council's Contact Centre is managed within the Portfolio and all staff are to be cross-trained to handle any call/request that is taken. A project to develop a virtual contact centre will allow staff at Customer Service Centres around the city to log on and take telephone calls in addition to the contact centre to cover periods of 'peaks and troughs' in demand.

The Portfolio also leads on the council's Corporate Awards Group, which not only co-ordinates the council's approach to all award schemes, but in 2006 developed the council's own Employee Award Scheme to recognise and acknowledge members of staff for their outstanding performance. The first ceremony held in March 2007 proved a success and will be continued on an annual basis.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Where possible within the Portfolio, performance indicators have been developed to influence and measure activities. Performance Indicators have been developed with partners for the Sunderland Partnership to demonstrate ambition and show a positive direction of travel.

A BIP Programme Board, which is responsible for the success of the BIP, has been in place since September 2006. The Programme Board meets every six to eight weeks and receives a highlight report from all BIP projects detailing the overall status, progress, finance and any issues or risks that need to be escalated for decisions to be made.

The migration of services to the Contact Centre has helped realise value for money in terms of customer satisfaction levels with the investment resulting in improved levels of customer satisfaction with individual services. At the Bunny Hill Centre, facility usage by partner organisations is being monitored to ensure that any changes in use do not have a detrimental impact on activities at the centres. 2008/09 will see the opening of new customer service centres at Ryhope and Washington.

Once opened, the centre at Ryhope will be the first of its kind in the area, whilst the centre at Washington will bring together services from various locations in Washington. The council continues to react to customer needs and designs service delivery accordingly. This is highlighted by the 'virtual contact centre' and the 'interim customer contact solution' which will enable customers to access council services through the channel of their choice in a much more efficient way.

The E.volve business centre which became operational in December 2006, is home to a diverse range of new and growing businesses which offer a range of information and communication technology products and services. These new companies have created almost 150 new jobs in the last 18 months, and have seen the Centre develop into a thriving business and commercial centre.

Rainton Bridge Phase II was completed in October 2007. This speculative development by Goodman provides 9,620 sq. metres in individual pavilions, one of which was occupied in November 2007, and with the others generating considerable interest from potential occupiers. Elsewhere, Goodman is currently constructing a new campus-style development totalling 40,000 sq. metres.

The 2008/09 budget has been set taking account of general overhead efficiencies of £13,000 further details of which are in the relevant service planning section of this portfolio.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Portfolio has strong working relationships with partners on a regional, national and international level.

Within the city, the Sunderland Image Strategy, led by the Portfolio, was developed by partners to improve perceptions of Sunderland. The Sunderland brand is now well established and the Portfolio will continue to ensure all activity underpins the principles of the Image Strategy.

The Bunny Hill Customer Service Centre, which delivers council's and partner's services to an area where there is evidence of high multiples of deprivation, has been named as a best practice example of joint service delivery by government agencies.

The Portfolio is committed to delivering a strong local strategic partnership in the city and works on behalf of both the Sunderland Partnership and the Thematic Partnerships. It also works in partnership with organisations such as Sunderland University and with Young Asian Voices to promote awareness of voter registration.

The Portfolio contributes to the emerging Tyne and Wear City Region by hosting the City Region Partnership and Interim Board, the latter of which the Leader of the Council chairs.

The Portfolio also represents the council on various regional, national and international boards, such as the Software City board and the Washington D.C. Friendship Agreement steering group, and represents the council in respect of the emerging links with China.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Ambition and Community Leadership We will ensure the council and its partners provide the best for local residents to make Sunderland a great place to live, and place the interests of local people at the centre of all our activities by: Developing and strengthening partnerships to improve the quality of life for Sunderland residents Developing the council's community leadership role	Work with Sunderland Partnership to commence delivery of Sustainable Sunderland Strategy and LAA	Continue delivery of and monitor Sustainable Sunderland Strategy and LAA	Continue delivery of and monitor Sustainable Sunderland Strategy and LAA, ensure targets address changing priorities and circumstances in the city	Improvement in the quality of life for residents in the city against Sustainable Sunderland Strategy themes: - Prosperous City - Attractive and Inclusive City - Healthy City - Safe City - Learning City	All SPs All CIOs	All	HPPI
Refining and enhancing the council's strategic direction	Support effective operation of the Sunderland Partnership Ensure consistent, proactive approach to marketing council's and city's identity and reputation	Support effective operation of the Sunderland Partnership Positively enhance image and profile of council and city	Support effective operation of the Sunderland Partnership Ensure positive image and profile of council and city are maintained	Reputations of council and city as high performing and well regarded Improved perceptions of council and city	All SPs CIO1 CIO2 CIO3	All	HCC

LEADER AND DEPUTY LEADER

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Maximise opportunities and benefits derived from international engagement and International Strategy	Co-ordinate and monitor international engagement and implementation of International Strategy, progress programme of international co-operation and identify opportunities to promote international activities	Review approach to international engagement, continue to develop International Strategy	Maximise benefits of international opportunities for the city Strengthened reciprocal relationships with Washington DC, China, St. Nazaire, Essen Council takes advantage, in best interests of city and residents, of decisions taken nationally	All SPs CIO4	All	IM
	Respond to requirements of Local Government and Public Involvement in Health Act, Comprehensive Area Assessment, National Indicator Set, strengthen strategic planning process, review Corporate Improvement Objectives (CIOs)	Influence and respond to new legislation, review and amend strategic planning process, develop understanding and engagement with CIOs	Influence and respond to new legislation, ensure strategic planning process further promotes service improvement, ensure understanding and engagement with CIOs	Recognisable improvements in service delivery Delivery of value for money through effective and efficient services Improved, customer focused services, that address local need and deliver further improved value for money	All SPs All CIOs	All	HPPI
	Develop area arrangements across city in conjunction with the Neighbourhood and Street Services service integration project	Evaluate area arrangements in place	Project complete - area arrangements being delivered	Increased resident satisfaction with services	All SPs All CIOs	All	HPPI

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Prosperity We will ensure that Sunderland adapts and thrives as a prosperous city by: Playing a leading role (as partner and host authority) in the new Tyne and Wear City Region designed to improve the economic performance of the area	Design and deliver joint programmes and projects to meet City Region objectives	Design and deliver joint programmes and projects to meet City Region objectives	Design and deliver joint programmes and projects to meet City Region objectives	Improved collaboration between local authorities and partners to create better outcomes for residents Appropriate investment at the appropriate level to maximise benefits for people in Sunderland Promotion of sustainable and inclusive economic growth for Sunderland	SP1	1	DCX
Increasing economic prosperity and employment in the city	Expand offer of strategic employment sites and employment opportunities within the city, and implement a revised financial incentive scheme	Ensure strategic employment opportunities are promoted accordingly, and continue to provide a targeted financial incentive scheme and review	Promote strategic employment opportunities and review, and provide a revised targeted financial assistance scheme	Sustainable employment opportunities provided	SP1	1	HCBIT
Equality and Diversity We will promote equality and diversity	Continue to embed the principles of Level 3 of Equality Standard for Local Government across the Leader and Deputy Leader Portfolio and support the council to achieve Level 4	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5 across the Portfolio	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	SP8 CIO1 CIO2 CIO3	5	DCX

LEADER AND DEPUTY LEADER

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Page No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Office of the Chief Executive	
88	88,879	0	2,461	Corporate Strategic Management	0
91	670,988	583,415	583,735	Elections	636,793
98	429,646	160,000	165,539	Programme and Project Office	181,147
104	0	0	4,102	Corporate Policy	0
105	192,418	192,418	170,602	Grants to Community Projects	74,227
110	4,225,068	976,102	2,026,361	Inward Investment	959,257
115	521,506	431,879	490,542	Corporate Communications	425,471
121	16,665	16,665	16,665	International	16,665
	6,145,170	2,360,479	3,460,007	**Total Office of the Chief Executive**	2,293,560
				Community and Cultural Services	
129	1,467,166	465,241	483,649	Customer Service Network	657,737
	7,612,336	2,825,720	3,943,656	**TOTAL BUDGET**	2,951,297
	130.0	125.5	139.5	**Total No. of Staff**	139.4

PLANS AND STRATEGIES
- Strategic Planning Guidance
- Corporate Improvement Plan (all years)
- Corporate Improvement Plan Summary
- Annual Report
- Sustainable Sunderland Strategy 2008-2025
- Sunderland Image Strategy
- Corporate Communications Strategy
- Economic Prosperity Strategy
- Strategic Property Review including Workspace Accommodation Strategy
- Business Improvement Strategy and Implementation Plan
- Customer Services Strategy
- The International Strategy
- Local Area Agreement (incorporating Local Public Service Agreement)
- The Office of the Chief Executive's Business Continuity Plan
- The Office of the Chief Executive's Risk Management Plan
- The Office of the Chief Executive's Service Plan.

LEADER AND DEPUTY LEADER

CORPORATE STRATEGIC MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide the overall strategic management of the council and all of its services and functions. This includes advising, supporting and assisting members in leading the council and enabling the directorates to deliver the best possible services. To achieve these aims, the service:

- Provides the council's overarching strategic management function, its policy direction and performance improvement framework
- Ensures the council makes progress in contributing to the achievement of the Vision for the city including the development of its image and reputation
- Ensures that the council has a framework to address its organisational development needs at both Member and officer levels
- Ensures services are delivered in accordance with agreed corporate values and priorities including continuous improvement, and that everything is done to enable the council to maximise its Comprehensive Performance Assessment (CPA)/Comprehensive Area Assessment (CAA) rating and the productivity of services provided
- Ensures partnerships and inward investment opportunities are developed and maximised to help realise the city's Vision
- Ensures the council responds to and maximises the benefits and opportunities arising from Government policies and programmes, and other sub-regional, regional, national and international developments including the Review of Sub-National Economic Development and Regeneration and the City Region.

During 2007/08 the service provided the lead in the following areas, and will continue to drive progress during 2008/09 by:

- Developing the framework through which the council can provide effective community leadership
- Developing the service improvement and transformation agenda through the Business Improvement Programme, putting the customer at the centre of service delivery
- Developing and maximising the regeneration and inward investment opportunities for improving quality of life in the city by co-ordinating the Sunderland Partnership, and participating in other appropriate local, sub-regional and regional bodies which will help achieve this aim
- Participating in national fora, ensuring Sunderland is a leading player in Government policy development and initiatives including Local Area Agreements, and delivering integrated, customer-focussed public services
- Providing the lead role in respect of the development of the Tyne and Wear City Region (the Leader of the Council Chairs the City Region Interim Board, the Chief Executive acts as the Lead Chief Executive).

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	759,911	771,164	774,554	Employees	790,370
2	3,663	4,594	4,594	Premises	4,594
3	1,700	1,805	1,805	Transport	1,805
4	29,176	32,599	31,670	Supplies and Services	30,144
	794,450	810,162	812,623		826,913
5	50,134	77,088	77,088	Less Income	86,697
	744,316	733,074	735,535	**Delegated Budget**	740,216
				Non-Delegated Items	
6	63,443	61,750	61,750	Central Support Service Recharges	49,165
7	718,880	794,824	794,824	Less Income	789,381
	(655,437)	(733,074)	(733,074)	**Non-Delegated Budget**	(740,216)
	88,879	0	2,461	**TOTAL BUDGET**	0
	12.5	12.5	12.5	**Total No. of Staff**	12.5

Responsible Budget Holder
Deputy Chief Executive

FURTHER INFORMATION

For further information about the service please contact Dave Smith, Deputy Chief Executive, Tel: (0191) 553 1114, email: dave.smith@sunderland.gov.uk.

LEADER AND DEPUTY LEADER

ELECTIONS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to organise the collation of an accurate, up to date Electoral Register and manage Local, Parliamentary and European elections as well as any referendums that may arise, while promoting the profile of the city. To achieve this aim, the service:

- Constantly updates information on the Electoral Register
- Organises and adapts methods of voting to keep abreast of changes in legislation
- Participates in innovative ways of re-engaging the electorate in the democratic process
- Assist with the co-ordination of Royal visits.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Since 2004 the service has reviewed annually the Polling Stations serving the city's electors. The Electoral Administration Act 2006 requires that this type of review must be formally conducted every four years. The latest review was advertised in supermarkets, libraries and on the council website and has now been completed. A report with regard to the outcomes of the review and recommending improvements to Polling Districts and Polling Places was approved by Council in November 2007. The service will undertake the implementing and publicising of the report's recommendations.

The service sends a letter each February to every household in the city in order to refresh the Electoral Register. The letter refers to the forthcoming elections in May and specifies who is currently registered to vote at a property. A Voter Registration Form is enclosed with the letter and a helpline is made available for any electors who have questions arising from the letter and requests for information.

A letter and postal vote application form is also sent to each elector not currently voting by post. The number of electors in the city that now choose to vote permanently by post is approximately 60,000.

The service operated an Advance Voting pilot at the 2007 Local Elections to enable electors to vote at times in advance of polling day.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

One member of the service has achieved Association of Electoral Administrator's (AEA) Certificate level qualification. The syllabus for the qualification covers electoral registration and election administration. Achieving the certificate level demonstrates an understanding of the day to day issues confronting an electoral administrator. Two members of staff are currently working towards their AEA Certificate level qualification and will complete their studies during 2008.

An Impact Needs Risk Assessment (INRA) has been completed for the electoral registration function within the service and an INRA in respect of the elections voting process is under preparation. The INRA of the electoral registration function identified that registration forms and canvassing materials should be produced in alternative formats including alternative languages and large print. These recommendations are being acted upon.

As part of the partnership working undertaken by the service with Sunderland University and Young Asian Voices, students and outreach workers within the Black and Minority Ethnic (BME) community are employed as registration canvassers to support efforts to increase voter registration within these groups. The service will continue to run these projects.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The Electoral Commission has developed a basket of performance indicators for electoral registration and intend to determine performance standards by Summer 2008. The Commission has undertaken a consultation exercise in respect of the draft indicators for elections and referendums, which will be used to refine the draft indicators. The service will continue to monitor the development of the draft indicators and implement the Electoral Commission's proposals in due course.

The service works with Express Software to ensure that systems are in place to make sure that elections are made as secure, accessible and convenient as possible.

LEADER AND DEPUTY LEADER

ELECTIONS

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The service participates in partnership working on several fronts including with:

- NHS Primary Care Trust
- Association of Electoral Administrators
- Sunderland University
- Young Asian Voices
- Barnardos.

During 2007 the service organised the NHS Trust elections for the third time, further strengthening relations with the Trust.

2007/08 was the second year that the service conducted administrative functions for the AEA and the second year that the Head of Service has carried out the role of AEA Commercial Director.

The service continues to work in partnership with Sunderland University to promote awareness of voter registration throughout the city's student population and with Young Asian Voices to promote awareness of voter registration in the BME community.

Barnardos delivered a 'Doing Politix' event at Lambton Street Fellowship Centre in October 2007. The event targeted 16-25 year olds who are less likely to be in employment, education or training. The aim of the event was to encourage voter registration and raising awareness of how to be part of local democracy. The service participated in the planning of the event and attended the event.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
L1	Percentage of electoral registration form A's returned	92.25	92.25	81.30	No due to changes to the way in which the Annual Canvass is conducted. This problem is being addressed and the actual percentage for 2007/08 will be significantly (approx. 6% - 8750 properties) higher	84.00	85.00

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Increase voter registration in Sunderland	Maximise and develop pool of electoral canvassers, including those that are best able to target minority and harder to reach groups	Maximise and develop pool of electoral canvassers, including those that are best able to target minority and harder to reach groups Investigate alternative canvasser recruitment techniques.	Maximise and develop a pool of electoral canvassers.	New and improved voter registration methods to enable opportunities for all voters to participate in the electoral process	CIO1 CIO4 SP8	5	HES

LEADER AND DEPUTY LEADER

ELECTIONS

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve voter engagement in harder to reach groups in Sunderland	Develop registration projects and attend appropriate community events	Develop registration projects and attend appropriate community events	Develop registration projects and attend appropriate community events	Delivery of new methods to achieve maximum voter registration within the city, particularly within those groups currently not engaged with the process	CIO1 CIO4 SP8	5	HES
Improve the voting options available for city residents	Deliver project to increase postal voters.	Continue to deliver project to increase postal voters.	Continue to deliver project to increase postal voters.	Maximised voter registration within the city to enable opportunities for all voters to participate in the electoral process.	CIO1 SP8	5	HES

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	64,777	68,925	69,245	Employees	70,630
2	6,253	7,295	7,295	Premises	6,500
3	2,061	2,587	2,587	Transport	2,250
4	396,449	248,198	248,198	Supplies and Services	317,805
	469,540	327,005	327,325		397,185
5	67,637	15,000	15,000	Less Income	15,000
	401,903	312,005	312,325	**Delegated Budget**	382,185
				Non-Delegated Items	
6	269,085	271,410	271,410	Central Support Service Recharges	254,608
	269,085	271,410	271,410	**Non-Delegated Budget**	254,608
	670,988	583,415	583,735	**TOTAL BUDGET**	636,793

Casual Staff only

Responsible Budget Holder
Elections Officer

FURTHER INFORMATION
For further information about the service please see the Office of the Chief Executive Service Plan 2008/09 or contact Bill Crawford, Head of Electoral Services, Tel: (0191) 561 1142, email: bill.crawford@sunderland.gov.uk.

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is the co-ordination, monitoring and management of the Business Improvement Programme (BIP) and to develop programme and project management expertise and best practice across the Council. To achieve this aim, the service:

- Will ensure the Programme and Project Office (PPO) improves further by developing into a centre of excellence for the council, for programme and project management to develop an organisation that continues its commitment to manage the implementation of change and improvement through programmes and projects
- Provides operational programme support to the BIP and Programme Board (EMT) by sponsoring good practice in identifying, scoping and implementing improvement and change projects
- Identifies linkages between projects to measure and maximise benefits within the programme by working smarter together than any one project alone can
- Acts as a visible champion of the council's commitment to manage improvement through programme and projects, by sharing lessons learned and best practice, ensuring projects and the programme as a whole deliver corporate priorities
- Acts as a 'critical friend' and 'enabler' for improvement projects by providing confidence to project executives and managers to escalate issues to board level
- Provides an advisory role to projects, which does not get drawn into operational issues or distort the accountability defined within the project
- Promotes a non-defensive and no blame culture within programmes and projects and ensures a consistent but flexible use of the project management methodology.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The work of the Service centres on the management and co-ordination of the BIP. The main aim of the BIP is to improve the way the council delivers services, by delivering what the customer wants and needs, while improving the customers' experience of using council services. This will be achieved by looking at how individual services are provided and allowing customers to choose how they want to access a service from a range of options. The BIP will improve first point of contact resolution for customer queries, improving the customer experience by delivering a timely, efficient service.

A BIP communication strategy and implementation plan has been agreed by the BIP Programme Board, this timetables when feedback and consultation will take place with internal customers at a programme level. Wider consultation with all stakeholders is being built into individual projects using communication plans and stakeholder analysis.

The Service is also responsible for the ongoing review and embedding the use of a council wide project management methodology. A methodology working group made up of representatives from each directorate (area) of the council meets monthly. This group provides the Service with feedback from internal project managers with experience of using the methodology on live projects to provide an insight on how usable and deliverable the methodology is.

A tool for internal customer feedback has been developed and an annual customer satisfaction questionnaire for the Service has been completed.

The development and implementation of the BIP is using staff at all levels to consult about options and generate ideas for refining and further developing the project management methodology.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The Service has developed a matrix management approach for the BIP, this requires the organisation to work across traditional organisational boundaries to deliver programmes and projects that impact on the whole council. This approach is being trialled across the Office of the Chief Executive and will be reviewed on the completion of the first phase of BIP projects.

All staff within the service are aware of the equalities agenda and have completed Equality and Diversity online training. The Service is working towards embedding equalities into the development of its activities and practices, the project management methodology and templates have been updated to ensure Project Managers are signposted to complete an Inequalities Impact Needs Assessment for every new project.

Project management training has been developed to provide officers with an introduction to project management and increase the organisation's capacity to deliver successful projects, by giving officers the right skills to manage and deliver projects. Ongoing project management training is increasing leadership and management capacity by enabling staff at all levels to understand their role in projects and service improvement.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The BIP Programme Board which has been in place since September 2006 is responsible for the success of the BIP. The Programme Board meets every six to eight weeks and receives a highlight report from all BIP projects detailing the overall status, progress, finance and any issues or risks that need to be escalated for decisions to be made.

The Service met over 80% of the performance targets for 2007/08 (at October 2007). The Service has further developed its performance indicators to move away from task based to improvement driven targets, the new indicators help to demonstrate how the Service has contributed to the successful and timely delivery of the council's projects.

The Corporate Risk Assessment has been updated to reflect developments of the Service and the BIP. A risk management strategy and action plan has been developed for the BIP and the corporate risk management team is engaged in the BIP, with a Risk Advisor assigned to provide support to each of the first phase BIP projects.

The Service is continuing to deliver the recommendations identified in the IdeA Peer Review Action Plan, these actions have been incorporated into the Service performance indicators.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The BIP will support the council to deliver a highly skilled workforce and 21st century infrastructure. It will enable the council to deliver the Corporate Improvement Objectives and make its contribution to the delivery of the Sunderland Strategy Strategic Priorities and LAA as effective as possible.

The development of the BIP and good project management provides the Sunderland Partnership with an opportunity to develop projects that support partnership priorities e.g. the development of a 'wireless city'. Lessons learned regarding project management are already shared across the Sunderland Partnership, this will be further enhanced by the development of a corporate approach to sharing lessons learned across directorates, the council and with partners.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PPO1	Review the BIP and agree revised strategy, business case and delivery plan	n/a	Yes	Yes	Yes	-	-
PPO2	Ongoing Co-ordination of improvement Projects	n/a	Yes	Yes	Yes	-	-
PPO3	Develop and implement the programme governance arrangements including programme framework, plan and risk management	n/a	Yes	Yes	Yes	-	-
PPO4	Improve use of Prince2 and Prince2lite within BIP projects through on-going support and guidance to project managers	n/a	Yes	Yes	Yes	-	-
PPO5	Introduce new training material for project management. All BIP Project Managers, executives, senior users, senior suppliers etc receive relevant project management training.	n/a	Yes	Yes	Yes	-	-

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PPO6	Introduce a programme collaboration tool to be used through the council for project management governance	n/a	Yes	No	No. Further work is required on the requirements for and specifications of a collaborative tool.	-	-
PPO7	Develop a corporate register of programmes and projects	n/a	n/a	n/a	New for 2008/09	0	1
PPO8	Percentage of BIP Project Executives trained in Project Management Framework and/or PRINCE2	n/a	n/a	n/a	New for 2008/09	-	100%
PPO9	Percentage of all Project Executives trained in the Project Management Methodology and/or PRINCE2	n/a	n/a	n/a	New for 2008/09	-	50%
PPO10	Percentage of Project Managers trained in the Project Management Methodology and/or PRINCE2	n/a	n/a	n/a	New for 2008/09	-	50%
PPO11	Percentage of BIP Projects using the Project Management Methodology with a signed off Project Brief and PID	n/a	n/a	n/a	New for 2008/09	-	100%
PPO12	Percentage of Corporate Projects using the Project Management Methodology with a signed off Project Brief or equivalent document	n/a	n/a	n/a	New for 2008/09	-	25%
PPO13	Percentage of Corporate Projects with a signed off PID or equivalent document	n/a	n/a	n/a	New for 2008/09	-	25%
PPO14	Percentage of BIP Projects delivered within budget (of those due to be completed)	n/a	n/a	n/a	New for 2008/09	-	100%
PPO15	Percentage of BIP Projects delivered to time (of those due to be completed)	n/a	n/a	n/a	New for 2008/09	-	100%
PPO16	Percentage of BIP Projects delivered within budget (of those due to be completed)	n/a	n/a	n/a	New for 2008/09	-	10%
PPO17	Percentage of corporate projects delivered to time (of those due to be completed)	n/a	n/a	n/a	New for 2008/09	-	10%
PPO18	Percentage of completed BIP Projects that have completed a Post Project Implementation Review	n/a	n/a	n/a	New for 2008/09	-	100%
PPO19	Percentage of all completed corporate projects that have completed a Post Project Implementation Review	n/a	n/a	n/a	New for 2008/09	-	25%

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PPO20	Percentage of BIP Projects with a Project Executive, Project Manager, Senior Supplier and Senior User defined as part of the project team	n/a	n/a	n/a	New for 2008/09	-	100%
PPO21	Percentage of corporate projects with a Project Executive, Project Manager, Senior Suppler and Senior User defined as part of the project team	n/a	n/a	n/a	New for 2008/09	-	50%
PPO22	Percentage of PPO customers who feel they have received a satisfactory or better level of service from the PPO	n/a	n/a	n/a	New for 2008/09	-	80%

Performance Indicators PPO1-PPO6 are to be replaced by Performance Indicators PPO7-PPO22 for 2008/09 onwards.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve officer and Member knowledge and understanding of the council's programme and project portfolio. This will ensure everyone is clear on which programmes and projects are contributing to key objectives and improve prioritisation of resources	Develop directorate based programme and project registers, to inform corporate register of all programmes and projects currently ongoing within council

Identify and begin to implement council wide collaboration tool, to enable programme and project information to be automatically shared with everyone involved in programme or project | Finalise corporate register of all programmes and projects currently ongoing within council

Develop and agree process for adding new projects to register and monitoring progress

Complete the roll out of the collaboration software to all BIP Projects, all new projects and commence roll out in each Directorate | Complete roll out of collaboration software to all current and new projects to ensure all programme and project information is stored and updated in one place | A more complete list of the council's programmes and projects

Software in place that provides easy access to programme and project information

Single place to access all information about each programme or project

Improved understanding of the benefits produced and make sure delivered, sharing of lessons learned leading to more effective and efficient management of projects | All CIOs

SP1 | 1 5 | HPPO |

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Ensure all projects have a robust business case, developed as part of the PID and all PIDs identify the benefits the project will deliver, how and when these will be measured.	Formally launch and increase use of revised PID, which identifies project benefits and how they will be measured Develop template on how to write a strategy to manage benefits and how to write a detailed description of each benefit Produce profile of each benefit concentrating on customer benefits from improvement projects BIP Projects will complete product based planning as part of the PID development, to ensure all individual projects products are identified, along with any links or dependencies, to help Project Managers to develop realistic project plans	Revised PID, including product based planning will be completed for all new projects to ensure realistic project plans are developed that deliver the right products Work with directorates to identify relevant officers to complete skills analysis to access resources available to project assurance and where capacity needs to be developed Develop and strengthen the skills of officers in Project Executive and Project Assurance roles, to enable them to challenge and approve PIDs	Project complete - all new council projects are only implemented once PID is completed and signed off by Project Board Ongoing monitoring and assurance	Improved project management training, emphasising the importance of a clear business case that includes information on how much the project will cost compared to the benefits it will deliver. Business cases will be reviewed to ensure that any changes that occur throughout the project don't adversely affect the benefits Clearer project role descriptions (Project Executive, Project Manager, Senior Supplier, etc) will ensure that anyone involved in project roles have greater confidence in their abilities An increased number of council led programmes and projects will be delivered to time and budget	CI01 CI02 CI03 SP1	5	HPPO

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
				Programmes and projects will only be started if there is a strong business case for the change proposed and the benefits delivered will outweigh the cost of implementing the project Improved services for customers and internal clients, helping to ensure value for money by delivering desired benefits			
Manage and develop the BIP project portfolio, identify new improvement projects to be included in the BIP and ensure all projects deliver benefits that contribute to the programme benefits	Co-ordinate implementation and delivery of BIP Phase 2 projects Review customer feedback, results of MORI survey and transactional information to identify and prioritise improvement projects for inclusion in Phase 3.	Co-ordinate implementation and delivery of BIP phase 3 projects Identify and prioritise improvement projects for inclusion in Phase 4	Co-ordinate implementation and delivery of BIP Phase 4 projects Identify and prioritise improvement projects for inclusion in Phase 5	Ongoing prioritised service improvement leading to easier access to improved services for customers	All CIOs	5	HPPO

LEADER AND DEPUTY LEADER

PROGRAMME AND PROJECT OFFICE

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	159,468	155,741	156,458	Employees	160,785
2	1,400	1,750	1,750	Transport	844
3	261,119	2,509	2,419	Supplies and Services	2,358
	421,987	160,000	160,627	**Delegated Budget**	163,987
				Non-Delegated Items	
4	0	0	0	Central Support Services Recharges	12,705
5	7,659	0	4,912	Employees FRS 17-Pension Adjustment	4,455
	7,659	0	4,912	**Non-Delegated Budget**	17,160
	429,646	160,000	165,539	**TOTAL BUDGET**	181,147
	3.0	3.0	3.0	**Total No. of Staff**	3.0

Responsible Budget Holder
Head of Programme and Project Office

FURTHER INFORMATION
For further information about the service please contact Andrew Seekings, Head of Programme and Project Office, Tel. No. 0191 553 2349, email: andrew.seekings@sunderland.gov.uk.

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to assist the Chief Executive, Deputy Chief Executive, Members and Directorates in the strategic management of the council, with the purpose of ensuring that everything is done to enable the council to develop and deliver its Strategic Priorities and Corporate Improvement Objectives (CIOs), and maximise its Comprehensive Performance Assessment (CPA)/Comprehensive Area Assessment (CAA) rating. To achieve this aim, the service:

- Co-ordinates the council's strategic planning process
- Supports partnership activities, including the Sunderland Partnership
- Supports the delivery of the council's Business Improvement Programme
- Monitors and reports on new central and regional government policies and initiatives
- Provides a research and information facility to support the strategic management of the council
- Co-ordinates various corporate initiatives and working groups.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Upon completion of each Strategic Planning Process, feedback is sought from those involved to inform improvements to the future year's process. Feedback continues to be used and anecdotal evidence suggests that acting positively on this feedback has assisted in the process becoming more widely understood and engaged with. Feedback will continue to be used to inform improvements. For the 2008/09 process feedback will be sought in a more formalised format to ensure that it can be analysed more rigorously and acted upon more effectively.

Significant progress has been made against the aims of the priorities of the Sunderland Strategy 2004-2007. Sunderland Strategy targets were updated and superseded by those identified in the 2006 LAA and key achievements/enhanced performance included. The new Sustainable Sunderland Strategy ensures that all partners across Sunderland are working closely to deliver improved services more closely aligned to the needs of the city. The performance management framework for the Sunderland Strategy and LAA will ensure the Sunderland Partnership continues to develop its delivery of customer focussed services.

Consultation has been undertaken to inform the content of the new Sustainable Sunderland Strategy and other strategic plans that feed into the LAA. Consultation with the Sunderland Strategy Thematic Partnerships, Independent Advisory Groups (IAGs) and community network was used to develop the refreshed LAA.

Following consultation with Sunderland Partnership Board members, it was agreed for the Partnership to develop a separate presence, independent from any one partner and for to enable the Partnership to be seen as a sum of all of its individual components. A project has been developed to promote partnership working currently taking place within the city, through ongoing communications activity, maximising marketing and communications opportunities which support the Partnership's strategic priorities contained in the Sunderland Strategy, and raising the profile of partnership working with residents and within the region.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The CIP Summary (aligning council actions to Strategic Priorities and CIOs rather than to Portfolios as in the CIP) was introduced in 2005/06 to demonstrate to services, and enable a greater understanding of the cross-cutting nature of council activities. The CIP Summary and Annual Report are reported the to Policy and Co-ordination Review Committee to develop Member leadership. Refinements to the format of the CIP Summary are to place an increased emphasis on the cross-cutting nature of council service activities.

Within the Sunderland Strategy actions and objectives are grouped under priorities for the city rather than by council directorates, supporting an outcome focussed way of working. The development of the new Sustainable Sunderland Strategy involved partners working as a partnership across priority areas under the leadership of the Sunderland Partnership. The Sunderland Partnership is identifying challenges and targets within the Sunderland Strategy that will be supported by joint working across partnerships.

The Corporate Policy team played a significant role in the establishment of the council's Corporate Awards Group. The Group has two roles: to co-ordinate the council's overall approach to all awards schemes and to develop an internal awards scheme. A second Employee Awards Scheme was held, culminating in the awards ceremony in March 2008. All external awards schemes of importance will continue to be reported to CMT and EMT.

INRAs have been completed for all relevant policies and programmes. Further INRAs identified for Corporate Awards Scheme, new Sunderland Strategy etc. Actions from the new format INRAs completed to date (strategic planning process) has been incorporated into project and service planning.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The initial Corporate Improvement Plan guidance and Medium Term Financial Strategy were further aligned for the 2008/09 process to maximise continuity between financial and service planning. The need for identification of evidence to support Value for Money reporting requirements is incorporated into the Strategic Planning Process.

All council services have been encouraged to develop performance indicators as part of the strategic planning process. Performance indicators have also been developed by the Sunderland Partnership.

The original LAA for Sunderland (signed off in March 2006) focused on the key issues facing the council and partners at that time. The driver for the development, implementation and management of the LAA was service improvement and improvement targets were set for each priority target included in the LAA. Legislation has been introduced to make LAAs a key part of the Government's mainstream public sector improvement and reform agenda. A new LAA has been developed to ensure that the city's agreement is consistent with the requirements of the Government's intentions. The new LAA identifies 35 priority indicators from the National Indicator Set which will be used to highlight the need for improved performance in key areas and puts in place action plans and service developments that are designed to bring about improvement. The LAA also provides the basis on which performance is monitored.

The Sunderland Partnership is represented on the Local Strategic Partnership (LSP) Regional Forum, LSP National Forum and LSP Futures Group, ensuring that the Partnership is kept fully up to date on emerging policy issues, can share best practice in LSPs and has the opportunity to inform Government strategy, policy and practice.

In common with a number of services within the Office of the Chief Executive, the majority of the Corporate Policy service's costs are staff costs. In order to minimise the impact that efficiency savings have on service delivery, the Office of the Chief Executive takes a collaborative approach to the efficiency agenda and seeks to identify savings across the whole of the Division.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The development of the new Sustainable Sunderland Strategy required close partnership working with all strategy chapters agreed by the relevant Thematic Partnerships. There are a number of cross-cutting issues to be addressed by the new Sustainable Sunderland Strategy, e.g. children and young people, sustainability, equalities, image etc. and officers representing these issues worked across all priorities to support their inclusion.

The original LAA for Sunderland was developed through the Sunderland Partnership's structure - the Thematic Partnerships were central to the development of the priorities to be included in the LAA and key partners were instrumental in the delivery of the actions associated improvements in performance. The Sunderland Partnership has been central to the development of the new LAA. The priorities included in the agreement were developed through "Theory of Change" run for each of the Thematic Partnerships and the final agreement was agreed by the Sunderland Partnership Board. The role of the LAA in terms of improving partnership working and the improvements to service performance achieved through partnership working will be evaluated in due course.

The Sunderland Partnership is recognised as one of the best in the region being one of only four Partnerships that have been given a green light by Government Office North East in their performance assessment. All Partnership working is promoted in accordance with the city's Image Strategy Guidelines. A city wide marketing group has been established, bringing together marketing professionals from each of the partner organisations, ensuring that marketing activities are co-ordinated and promote the city in the best possible way.

Section 17 of the Crime and Disorder Act (1998)

For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

LEADER AND DEPUTY LEADER

CORPORATE POLICY

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Use internal publications and communications to help raise awareness of S17 within the council	**R.4** Work with the Safer Communities Manager to develop regular briefing papers for Heads of Service on what is being done to address community safety in Sunderland and 'what works' in addressing particular community safety issues	Evaluation of Section 17 training being undertaken and areas for further training identified to be incorporated into briefing papers	Work with Safer Communities Team to ensure that the Council's Section 17 responsibilities are embedded at a Corporate level across the Council and have an integral role within the CIP	Greater S17 awareness across the council reducing the risk of non compliance

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
Op1	Publication of Corporate Improvement Plan by 1 April and endorsement by Audit Commission as fit for purpose	n/a	Yes	Yes	Yes	Yes	Yes
Op2	Publication of new Sunderland Strategy and agreed LAA for April 2008	n/a	n/a	n/a	New PI for 2007/08	Yes	Yes
Op3	"Green light" from GONE in respect of Sunderland Partnership performance and improvement Plan.	Yes	Yes	Yes	Yes	Yes	Yes

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continue to strengthen strategic policy and planning processes to ensure they enhance the council's strategic direction	Ensure policy arrangements respond to requirements of Local Government and Public Involvement in Health Act and continue to influence new and emerging legislation and initiatives	Continue to ensure policy arrangements develop to influence and respond to new and emerging legislation and initiatives	Ensure council policy arrangements influence and respond to new and emerging legislation and initiatives	Council effectively positioned to take advantage of decisions taken nationally and regionally Improved service planning delivering recognisable customer service improvements that address local need and improve value for money	All CIOs All SPs	All	HPPI

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Fully align strategic planning and medium term financial planning processes	Review strategic planning process and amend according to lessons learned	Review process and amend according to lessons learned	Service improvements take account of financial provisions			
	Incorporate strengthened performance management arrangements into SPP	Strengthened arrangements in place - project complete		Strategic planning process reflects council and external requirements and continues to promote service improvements			
	Implement improved action reporting against Sustainable Sunderland Strategy Strategic Priorities	Improved reporting implemented - project complete		Service improvement is measured and described appropriately			
				Service improvement actions support delivery of new Strategic Priorities			
	Review Corporate Improvement Objectives (CIOs) and articulate	Develop understanding and engagement with CIOs	Ensure understanding and engagement with CIOs	Increased awareness, and understanding of the CIOs			
Strengthening partnership working to improve the quality of life for all Sunderland residents including enhanced joint working and co-ordinated design and delivery of services, and enhanced community engagement and involvement	Commence delivery and manage implementation of LAA 2008-2011

Collate final figures for city's first LAA (concluding March 2008) | Continue delivery and manage implementation of LAA

Project complete - figures collated | Continue delivery and manage implementation of LAA

Monitor progress and amend relevant targets (LAA) in strategy to address any shifting priorities and circumstances in the city | The creation of a robust action plan for targeted improvement in the quality of life for local people

The implementation of targets that contribute to improved quality of life for the residents of the city | All SPs | All | HPPI |
| | Manage submission of final LPSA2 figures to Government and develop proposals for reward grant collection | Project complete - figures submitted and proposals developed | | | | | |

LEADER AND DEPUTY LEADER

CORPORATE POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continual development of the Sunderland Partnership	Commence delivery of Sustainable Sunderland Strategy	Continue delivery and monitor Sustainable Sunderland Strategy	Continue delivery and monitor Sustainable Sunderland Strategy	Partnership arrangements and relationships are in line with Government expectations	All SPs	All	HPPI
	Support effective operation of Sunderland Partnership	Support effective operation of Sunderland Partnership	Support effective operation of Sunderland Partnership	"Green" assessment from Government Office			
	Develop and implement Partnership policy arrangements	Develop and implement policy arrangements	Develop and implement policy arrangements	Improvement in quality of life for all Sunderland residents			
	Work with partners to maintain "Green" assessment of Partnership by Government Office North East (GONE)	Work with partners to maintain "Green" assessment	Work with partners to maintain the "Green" assessment	Sunderland Partnership meets and responds to new legislative requirements Partners fully apprised of the role they play in the LAA			
	Full engagement of partners in LAA and annual review of targets	Full engagement of partners in LAA and annual review of targets	Full engagement of partners in LAA and annual review of targets	Governance arrangements are fit for purpose in the light of current policy developments			
	Review governance arrangements in light of final guidance issued by Communities and Local Government	Project complete - arrangements reviewed		Partners are responsible for key targets, information is provided in a timely manner			
	Review performance arrangements in light of any revised Government guidance - ensuring Partnership is meeting requirements of Comprehensive Area Assessment (CAA)	Review performance arrangements in light of any revised Government guidance - ensuring Partnership is meeting requirements of CAA	Review performance arrangements in light of any revised Government guidance - ensuring Partnership is meeting requirements of CAA	Targets set within the LAA are measurable Partnership takes full advantage of opportunities for Multi Area Agreements (MAA) and is an active partner in any regional/sub regional consortium			

LEADER AND DEPUTY LEADER

CORPORATE POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Explore opportunities for working across boundaries within Tyne and Wear and region	Explore opportunities for working across boundaries within Tyne and Wear and region	Explore opportunities for working across boundaries within Tyne and Wear and region				

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	524,747	587,374	589,385	Employees	593,240
2	10,726	0	0	Premises	0
3	4,846	6,836	6,836	Transport	6,836
4	142,191	82,233	109,324	Supplies and Services	80,442
5	24,604	0	0	Delegated Budget c/fwd	0
	707,114	676,443	705,545		680,518
6	214,680	180,000	205,000	Less Income	181,354
	492,434	496,443	500,545	**Delegated Budget**	499,164
				Non-Delegated Items	
7	139,069	160,236	160,236	Central Support Service Recharges	171,891
8	631,503	656,679	656,679	Less Income	671,055
	(492,434)	(496,443)	(496,443)	**Non-Delegated Budget**	(499,164)
	0	0	4,102	**TOTAL BUDGET**	0
	12.5	14.0	14.0	**Total No. of Staff**	14.0

Responsible Budget Holder
Head of Corporate Policy and Performance Improvement

FURTHER INFORMATION
For further information about the service please see the Office of the Chief Executive Service Plan 2008/09 or contact Sarah Reed, Head of Policy and Performance, Tel: (0191) 553 1347, or email: sarah.reed @sunderland.gov.uk.

LEADER AND DEPUTY LEADER

CORPORATE POLICY

GRANTS TO COMMUNITY PROJECTS

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	42,608	42,608	42,608	Social Enterprise Sunderland	42,608
2	0	273	273	Northumbria Coalition Against Crime	273
3	0	4,348	4,348	Tyne and Wear Foundation	4,348
4	7,501	7,501	7,501	Anti-Fascist Association	7,501
5	0	8,628	8,628	Support to Regional Racist Equality Council	8,628
6	10,869	10,869	10,869	G.A.T.E.S Project	10,869
7	23,796	21,816	0	Sunderland Interpretation Service	0
8	96,375	96,375	96,375	Thorney Close Enterprise Centre	0
9	11,269	0	0	Delegated Budget c/fwd	0
	192,418	192,418	170,602	**TOTAL BUDGET**	74,227

Responsible Budget Holder
Head of Corporate Policy and Performance Improvement

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure improvements in economic prosperity in the city through encouraging strategic business inward investments and re-investments. To achieve this aim, the service:

- Develops measures to increase the level of business activity and stimulate sustainable economic interest and business investment in the city
- Provides support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth
- Provides proactive and reactive support and assistance to secure direct strategic investment and re-investments within the City to create and safeguard local jobs
- Promotes physical and infrastructure improvements for business growth
- Works to develop a skilled and motivated workforce to support the long term goals of Sunderland as a competitive location
- Provides strategic policy and project development for business growth and investment.

The service is delivered by the Business and Investment Team in conjunction with the Economic Development and Business Support service within the Regeneration and Community Cohesion Portfolio.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Informal customer feedback is used to shape service delivery, particularly in areas around financial incentives and marketing. In addition, business grant monitoring activities are undertaken to assess the effectiveness and impact of grant awards. Further informal feedback and formal monitoring of financial incentives schemes will be undertaken to provide effective support to local business that delivers real job opportunities.

Private sector forums are used to shape objectives and strategic interventions, such as Software City. Business forums and working groups, such as the British American Chamber, Washington D.C. Friendship Agreement and Software City, will be increasingly used to develop initiatives and activities.

There is an increased use of the service by web-based users and a larger proportion of enquiries are now met from web content from the Invest in Sunderland website (www.investinsunderland.co.uk), such as the on-line property guide and economic statistics. Due to this the web interface and web based services will be further developed, for example a procurement and tender opportunities information service will be undertaken to improve and widen the customer offer.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The service regularly works collaboratively with other services in the council to deliver a customer focussed service, such as, Property Services, Development Control, Legal and Democratic Services and City Treasurers. For example, close working with Property Services in securing and maintaining tenants to the councils' industrial property portfolio. Other examples include working with Legal and Democratic Services to support the TyneWear Partnership. Continued cross-departmental team working will be undertaken to develop and deliver seamless services, such as the delivery of e-volve business centre, the development of the City Region Investment Plan and the promotion of the property portfolio to local business.

The service regularly undertakes communication and marketing activities such as direct advertising and attending exhibitons to promote the city council to new and existing business residents and frequently provides an interface between the businesses and the wider city council - in many cases providing a single access point to the local authority. Further communication and marketing activities will be developed to ensure the business community can access council business support services.

Following completion of Inequalities Needs Requirements Assessments (INRAs) for the service's business support activities and events programme, specific actions have been identified and the following actions have been implemented:

- Equalities added as a standing item to monthly Team Meeting agendas
- Equalities training has been delivered to all staff as part of the corporate programme
- Equalities monitoring is currently being introduced for business support activities, profiling applicants for support as a way of identifying whether any groups are not taking advantage of the service
- Measurers have been put in place to appraise the Contact Centre Jobs Fair in terms of equalities, ensuring that all groups can take advantage.

INWARD INVESTMENT

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Recent work by the Audit Commission has demonstrated the difficulty in developing economic development performance indicators. Nevertheless, a number of methods to measure the performance of economic development activities in the city have been introduced - these have encouraged debate on how to measure economic development and compare local performance.

Intelligent use is made of performance measures to influence and measure activities. These have been developed incrementally to be meaningful, appropriate and useful to service development. Further development of performance measures will be undertaken to reflect on service impacts and influence and direct future interventions in line with the Sustainable Sunderland Strategy.

The E.volve business centre which became operational in December 2006, is home to a diverse range of new and growing businesses which offer a range of information and communication technology products and services. These new companies have created almost 150 new jobs in the last 18 months, and have seen the Centre develop into a thriving business and commercial centre.

Rainton Bridge Phase II was completed in October 2007. This speculative development by Goodman provides 9,620 sq. metres in individual pavilions, one of which was occupied in November 2007 and the others generating considerable interest from potential occupiers. Elsewhere, Goodman is currently constructing a new campus-style development totalling 40,000 sq. metres.

The 2008/09 budget has been set taking account of general cost efficiencies of £13,000.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service is committed to delivering a strong local strategic partnership in the city. The Head of Service chairs the Economic Prosperity Thematic Partnership and is also on the Sunderland Partnership's Joint Partnership Group. In addition to this, the service represents the council on various regional, national and international boards, such as the Software City board and the Washington D.C. Friendship Agreement steering group (in conjunction with the Strategic Programmes and Europe Team). The service also represents the in respect of the emerging links with China.

The service contributed to the emerging Tyne and Wear City Region Investment Plan group by acting as Chair for the group to facilitate a city region collaborative approach to the plans production. As the Tyne and Wear City Region emerges, support, guidance and practical involvement will be required by the service to facilitate the executive team and Sunderland projects, such as Software City and Washington Technology Centre. On completion of the Software City Action Plan, a detailed framework of activities, including business support and capital investments will be scheduled to develop the software sector in the city, many of which will either be led by, or involve the service.

Following the Comprehensive Spending Review 2007 and the announcement of the new Working Neighbourhoods Fund, it is anticipated that further strategic and practical involvement in developing, collating, prioritising and supporting projects by the business and investment team will be required.

The service has always worked closely with the private sector to support and enhance close working relationships, building relationships with individual local companies, business networks such as the Chamber of Commerce, or potential investors to the city. The service will develop further links and relationships with both private and the development sectors, to secure investment and create job opportunities

The service actively works to promote the city as a competitive business location, in particular building on web technology and software related sectors, and participates in initiatives to strengthen the city's international linkages, such as the cohesion glass makers trade fair and the emerging software links with links with businesses in china, attendance at motor shows and industrial and commercial property events (the MIPIM event) and by hosting the international automotive conference.

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

PERFORMANCE INDICATORS

PI Ref.	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP1	**Understanding the Local Economy:** To improve our understanding of the local economy to facilitate more informed intervention and focused support - provide updates to the www.investinsunderland.co.uk web pages	4 updates per year	4 updates per year	8 updates per year	Yes	4 updates per year	4 updates per year
OP2	**Business Competitiveness:** Develop measures to increase the level of business activity and stimulate economic interest and investment in the city: - Substantive inward investment enquiries - Company visits - aftercare - Software City - Steering Group	50 6 n/a	50 6 n/a	31 5 n/a	No - 62% achieved No n/a	50 6 n/a	50 20 8
OP3	**Marketing and Promotion:** Promote and raise the profile of the city to ensure that it sustains and improves its economic success - Promote the city internationally	n/a	n/a	n/a		6 activities	10
OP4	**Business Infrastructure:** Provide a full range of quality sustainable employment sites, premises and infrastructure for business development and investment: - Explore Site Opportunities for Washington Workspace - Investigate Broadband capacity provision for business	n/a	n/a	n/a			Mar 09 Mar 09

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Areas for Improvement	Actions for Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Further development of improved monitoring systems with a set of core indicators to provide a comprehensive set of commonly defined measures	Period of testing and validating identified core indicators.	Review core indicators to ensure measuring: - Economy - Efficiency - Effectiveness	Continued Implementation and development	Agreed set of performance indicators to measure the impact of services and continually improve service provision.	SP1	1	HCBI
Progress schemes (capital & revenue) to implement Software City initiative	Secure resources by bidding for external funding and develop a Project Plan and Business Plan to direct the project and gain support from potential partners	Implementation of business development initiatives and capital build activities	Implementation of business development initiatives and capital build activities.	Delivery of Software City initiative to promote a new innovative sector and drive forward the local economy by creating more jobs in ICT	SP1	1	HCBI
Contribute to the development of the Tyne and Wear City Region partnership to improve economic performance of the region	Work with partners to establish the executive team, deliver Single Programme funding and City Region projects	Delivery of Single Programme funding framework, and further City Region projects	Delivery of Single Programme funding framework, and further City Region projects	Improved collaboration to deliver better outcomes for residents. Improved economic growth from targeted investment	SP1	1	SPPO
Provide a range of targeted financial incentives to encourage job creation, business start-up and growth	Implement updated financial incentive grant scheme and review annually	Annual Review by assessing grant scheme for local impacts and monitoring individual grant awards	Act on findings of previous years review and continued assessment of grant scheme for local impacts and monitoring individual grant awards	Delivery of appropriate financial incentives to meet the needs of Sunderland business to support changing economic structures and emerging sectors.	SP1	1	HCBI

LEADER AND DEPUTY LEADER

INWARD INVESTMENT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	324,994	264,694	265,148	Employees	266,226
2	21,207	19,000	19,000	Transport	19,000
3	346,931	144,194	143,887	Supplies and Services	46,962
4	392,862	383,039	383,039	Employment and Sectoral Initiatives	386,245
	1,085,994	810,927	811,074		718,433
5	250,812	72,000	72,000	Less Income	0
	835,182	738,927	739,074	**Delegated Budget**	718,433
				Non-Delegated Items	
6	13,380	2,385	8,497	Employees - FRS17 Pensions Adjustment	11,314
7	194,811	233,212	233,212	Central Support Service Recharges	227,932
8	1,578	1,578	1,578	Asset Charges	1,578
9	3,180,117	0	1,044,000	Deferred Charges	0
	3,389,886	237,175	1,287,287	**Non-Delegated Budget**	240,824
	4,225,068	976,102	2,026,361	**TOTAL BUDGET**	959,257
	4.0	4.0	4.0	**Total No. of Staff**	4.0

Responsible Budget Holder
Head of City Business and Investment Team

FURTHER INFORMATION

For further information about the service please see the Office of the Chief Executive Service plan 2008/09 or contact Janet Snaith, Head of Business and Investment, Tel: (0191) 5611166, email: janet.snaith@ sunderland.gov.uk.

CORPORATE COMMUNICATIONS

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to assist the Chief Executive, Deputy Chief Executive, Members and directorates in the delivery of excellent services by improving the quality and effectiveness of all forms of internal and external communication. To achieve this aim, the service:
- Positions the council as a strong, effective, forward looking and modern authority
- Takes a lead role in positioning Sunderland as a place where people choose to live, work, study, visit and invest
- Improves awareness, interest and engagement with council staff, Members and residents through good internal and external communications.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The Corporate Communications service plays a key role in ensuring that all communications materials produced are customer focussed and fit for purpose. This is achieved through the development and implementation of a new corporate identity for the city, council and Sunderland Partnership, rolled out with the assistance of Communications Officers across the council.

The Service has also developed a communications manual and Plain English Guide, which has been rolled out across the council, supported by a marketing campaign and awareness workshops to ensure the objectives of producing customer focussed materials are met.

Through the establishment of an On-line Content Manager within the Service the home page of the council's website is constantly updated, easily navigated and user friendly.

The Service is also responsible for producing a regular residents' publication. This document was designed in consultation with residents, to ensure that it is customer focused and delivers what residents want.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The introduction of the new identity for the council fully supports the objective of 'Being One Council'. Prior to the introduction of the new identity communications materials, van livery, signage, letterhead etc were produced under the banner of individual directorates and not the council. Following the introduction of the new identity, the council logo is the primary logo appearing on communications materials, providing service users with a clear understanding of who is delivering services. Communications Officers from across the council meet on a weekly basis to share best practise and ensure the successful implementation of the new identity.

All staff within the Service are aware of the equalities agenda and have completed Equality and Diversity online training. A senior member of the Service sits on the Office of the Chief Executive Equalities Group and upon agreement of a three year communications strategy for the council, a new INRA will be undertaken. However in the interim as part of the team's equality action plan, the following actions have been identified:
- Publicise and undertake workshops across the council in relation to the council's Communications Guidelines
- Obtain feedback on the guidelines from staff
- Update and review guidelines where necessary
- Through the Corporate Communications Group ensure that all communications with the public adheres to the brand values and communications guidelines, in order to embed equalities in to all communications actively undertaken by the council
- Proactively promote the equalities agenda.

The Head of Corporate Communications chairs the cross council Corporate Awards Group and the Service is involved in the organisation of the Employee Awards Scheme.

The Senior Media Officer and the Senior Corporate Communications Officer successfully completed Level 3 of the Sunderland Leadership Programme and a Media Officer is currently undertaking the Chartered Institute of Public Relations Diploma.

CORPORATE COMMUNICATIONS

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Although the Service does not have any statutory performance indicators, it recognises the importance of performance improvement and has developed a range of performance indicators for 2008/09. These relate to staff training, number of positive press releases, increasing visits to the City Council website, replacing the old council logo and increasing partners' use of the city brand.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Sunderland Image Strategy was developed by partners across the city to improve perceptions of Sunderland by creating an image for the city that will encourage more residents, businesses, students and visitors to come and stay in the city. The Sunderland brand is now well established and the Service will continue to ensure all activity underpins the principles of the Image Strategy.

The service works with a range of partners across the city to provide strategic communications advice on a range of projects including:
- Area Tourism Partnership
- Waste Management Strategy
- Tyne and Wear City Regions
- Sunderland Customer Service Centres
- Washington D.C. Friendship Agreement
- Software City.

The Service established the City Marketing Group, which brings together senior marketing professionals from across the city, to act as the marketing advisory group for the Sunderland Partnership.

PERFORMANCE INDICATORS
The service is working with the Performance Improvement Team to undertake benchmarking activity in order to develop the following Performance Indicators for the service area.

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
CC1	Number of positive press releases, statements or feature material distributed	n/a	n/a	n/a	New for 2008/09	n/a	160
CC2	Number of staff across the council on communication related training	n/a	n/a	n/a	New for 2008/09	n/a	20
CC3	Increase in visits to council website	n/a	n/a	n/a	New for 2008/09	n/a	7%
CC4	Positive media coverage relating to council	n/a	n/a	n/a	New for 2008/09	n/a	200
CC5	Increase partners use of city brand (%)	n/a	n/a	n/a	New for 2008/09	n/a	25%
CC6	Increase number of people who read generic council magazine	n/a	n/a	n/a	New for 2008/09	n/a	2%
CC7	Improve residents' satisfaction with the council	n/a	n/a	n/a	New for 2008/09	n/a	1%

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Ensure the consistent implementation of the council's identity	Create consistency of external appearance at all council service locations by identifying priorities and implementing design and production of new signage as appropriate	Continue to ensure consistency of external appearance at all council service locations by implementing design and production of new signage as appropriate	Ensure consistency of external appearance at all council service locations by implementing design and production of new signage as appropriate.	Improved communication with residents Improved understanding by resident of the responsibilities of service deliverers Improved resident satisfaction with council services	All CIOs All SPs	All	HOCC
	Ensure consistent internal appearance and improve wayfinding in all council service locations by identifying priorities and implementing design and production	Continue to ensure consistent internal appearance and improve wayfinding in all council service locations	Ensure consistent internal appearance and improve wayfinding in all council service locations.				
	Ensure council personnel present a consistent face to public by consolidating council uniform policy and implement across all service areas	Council uniform policy in place - project completed		Council staff present a professional consistent face to the public			
	Assess timescales for comprehensive roll out of new livery for council fleet	Commence roll out of livery to all new council vehicles	Ensure consistent roll-out of livery to all new council vehicles	Maximised use of council vehicles to promote council services			
	Provide improved tools and methods for brand implementation across directorates.	Review and refresh tools and methods if required	Review and refresh tools and methods if required	Improved management of the council brand			

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
More effective communication with residents	Refine content and structure of residents' newsletter	Undertake focus groups to assess impact of residents publication	Undertake focus groups to assess impact of residents publication	Improved communication with residents Improved understanding by resident of the responsibilities of service deliverers			
	Evaluate effectiveness of council publications distributed directly to residents	Continue to evaluate the effectiveness of council publications	Continue to evaluate the effectiveness of council publications	Improved resident satisfaction with council services	All CIOs All SPs	All	HOCC
	Improved distribution methods for contacting residents by reviewing distribution contract for 'Sunrise'	Improved distribution methods in place - project complete		Staff are better informed, more able to respond and act as ambassadors for the City council.			
	Target local news at more segmented groups of residents through the creation of 'ward newsletters' to highlight council instigated activity	Review effectiveness of ward newsletters					
	Ensure residents have access to key service information by publishing a comprehensive service directory for each household	Update and refresh service directory, if required					

LEADER AND DEPUTY LEADER

CORPORATE COMMUNICATIONS

FINANCE

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	355,726	360,666	394,800	Employees	387,358
2	2,326	1,945	1,945	Transport	1,945
3	289,825	256,743	256,272	Supplies and Services	225,534
	647,877	619,354	653,017		614,837
4	0	25,000	0	Less Income	26,250
	647,877	594,354	653,017	**Delegated Budget**	588,587
				Non-Delegated Items	
5	63,820	31,520	31,520	Central Support Service Recharges	35,729
6	190,191	193,995	193,995	Less Income	198,845
	(126,371)	(162,475)	(162,475)	**Non-Delegated Budget**	(163,116)
	521,506	431,879	490,542	**TOTAL BUDGET**	425,471
	9.0	9.0	10.0	**Total No. of Staff**	9.9

Responsible Budget Holder
Head of Corporate Communications

FURTHER INFORMATION
For further information about the service please see the Office of the Chief Executive Service Plan 2008/09 or contact Susan Wear, Head of Corporate Communications, telephone number (0191) 561 1135, email: susan.wear@sunderland.gov.uk.

LEADER AND DEPUTY LEADER

INTERNATIONAL

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the Council maximises the benefits and opportunities of international engagement, including the City's links with its international partners and its participation in related networks and partnerships. To achieve this aim, the service:

- Co-ordinates implementation of the City's International Strategy
- Develops and co-ordinates the City's town twinning and international partnerships
- Raises awareness of the benefits of international activity, including participation in EU trans-national projects
- Analyses European policy impacting on the City and promotes European and international initiatives
- Co-ordinates participation in appropriate regional, national and international networks including EUROCITIES.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The International Strategy was developed in 2006 through a Working Group, drawing on information provided by council Directorates and Sunderland Partnership representatives on the level and nature of existing international activity, and views on areas within which the international dimension can make a contribution. Informal feedback is sought on an ongoing basis from members of the International Strategy Steering Group regarding its effectiveness to date, and from partners on activities undertaken under the Friendship Agreement with Washington D.C.

The International Strategy is to be updated as the Sunderland Strategy is revised. As part of this process actions identified during the preparation of the INRA in respect of the International Strategy will be carried out:

- Qualitative consultation on the consultative draft of the International Strategy will be agreed and planned through the Independent Advisory Groups (IAGs)
- Promotional activity will be identified to highlight the International Strategy and how it positively impacts on Sunderland as a whole to avoid tension within the community
- A monitoring and management framework will be established through the IAGs to assess how it impacts on each of the equality groups
- This will involve close working with the IAGs and the council's Equality and Diversity Team.

Consideration will be given to preparation of a summary of the International Strategy once it is finalised in an appropriate format to raise awareness among residents, businesses etc within Sunderland of the International Strategy, its aims and potential benefits for the city.

Appropriate means for effective liaison with council directorates on international activity will be established, working with Chief Officers and directorate representatives on the International Strategy Steering Group. A mechanism to enable effective monitoring of the impact of international engagement will also be developed.

The first annual report on the International Strategy, for the calendar year 2007, will include feedback from all key partners on co-ordination arrangements and on activity undertaken.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The International Strategy Steering Group has been set up, with one representative for each council directorate alongside Sunderland Partnership representatives, to facilitate a co-ordinated approach and build knowledge and expertise within and across directorates.

An Impact Needs Requirements Assessment (INRA) has been completed on the International Strategy with a number of recommendations to ensure it benefits the community as a whole. These are detailed under CIO1: Delivering Customer Focused Services.

Work is ongoing to encourage service areas to consider international activity as part of their mainstream business and to build capacity where particular opportunities, such as participation in the programme for Essen's European Capital of Culture programme in 2010, arise. This work will increase to facilitate effective engagement in the EUROCITIES network.

Equalities considerations are built into day-to-day work, and training and development opportunities for staff are progressed wherever possible to assist with service delivery. All staff have undertaken specific equality training.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Partnership-wide approach to international work within the city was a factor in demonstrating strengths in relation to ambition and partnership working for the Comprehensive Performance Assessment inspection in January 2007.

Information on the level and nature of international activity within the council was collected as part of the development process for the International Strategy in March 2006 and will be updated on an ongoing basis. This will provide an indication of increased levels of activity, or new areas starting to draw benefits from international engagement. Appropriate means of measuring the benefits of this activity will be developed. Collectively, this will facilitate an assessment of the impact of the International Strategy.

To date the International service has been part of the Strategic Programmes and Europe Team and efficiency savings have been identified within the team as a whole.

Procurement guidelines are followed to ensure value for money.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The International Strategy was endorsed by the Cabinet and the Sunderland Partnership Board in October 2006. A Partnership-wide International Strategy Steering Group, chaired by the Vice-Chancellor of the University, was set up to oversee the implementation of the Strategy and its ongoing development. This work is co-ordinated by the International service.

Development of activity under the Washington D.C. Friendship Agreement is being carried out within a Steering Committee chaired by the Leader of the council involving local and regional partners. Other examples of partnership working include the close working arrangements in place involving the Sunderland College, Sunderland University and the North East Chamber of Commerce to facilitate joint work in relation to China, and work with Sunderland AFC and other partners on Ireland.

The International Strategy is to be updated in line with the revision of the Sunderland Strategy for 2008 onwards. This will consolidate the partnership approach taken during the first year and begin mainstreaming of the international dimension within strategic planning. The effectiveness of the International Strategy Steering Group will be evaluated as the first annual report on the International Strategy is prepared. Work is to take place with Equality and Diversity colleagues to ensure the city understands and can meet the needs of migrant workers and other newcomers into the city.

The service will continue to support effective engagement in regional European matters by senior officers and Members, including participation in the region's European Strategy Group and the Management Board for the North East England Office in Brussels.

Effective participation in relevant thematic areas within EUROCITIES to share good practice in areas of expertise will enhance the city's reputation among members of the network throughout Europe. Promotion of achievements in effective international engagement (through co-operation with formal international partners and within networks such as EUROCITIES) will contribute to improving the city's image regionally, nationally and internationally.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
Op1	International Partnerships: number of activities organised	6	8	7	No - role for Essen Work Placements not needed	8	8

INTERNATIONAL

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continue to develop a co-ordinated and strategic approach within the city to international engagement to ensure this contributes to the overall vision for the city and its strategic priorities	Review effectiveness of co-ordination arrangements for International Strategy within council and Partnership, consulting with key stakeholders and amend arrangements as appropriate	Co-ordinate ongoing implementation of International Strategy through Steering Group	Continue to develop and implement International Strategy through Steering Group	Greater understanding within council and across Sunderland Partnership organisations of the level and nature of international activity within the city and of its contribution to the achievement of the strategic priorities	CIO4		IM
	Develop performance monitoring framework to enable effective measurement of benefits of international engagement and impact of International Strategy	Monitor level and nature of international activity and its benefits on an ongoing basis; identify means of responding appropriately to findings	Review approach to international activity on basis of performance information for previous years; implement appropriate changes	A more co-ordinated city-wide approach to addressing opportunities and challenges in relation to key international issues to enable these to be addressed effectively and to maximise the benefits for the city as a whole			
	Promote updated International Strategy including its potential to benefit the city as a whole; put in place mechanism to monitor its impact on equality groups through Independent Advisory Groups (IAGs)	Continue to monitor impact of International Strategy on equality groups; address gaps or concerns identified in conjunction with IAGs	Continue to monitor impact of International Strategy on equality groups; address any additional gaps or concerns identified in conjunction with IAGs	Increased awareness among residents of the international dimension to Sunderland and understanding of the positive impact effective international engagement can have for them	CIO2 SP8	5	IM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Manage the ongoing development of Sunderland's relationships with its twin towns and other international partners in line with the International Strategy	Develop activity under each article of Friendship Agreement with Washington D.C. - focus on business, tourism, ICT and city-wide school engagement	Progress activity under Friendship Agreement with Washington D.C.	Progress activity under Friendship Agreement with Washington D.C. Prepare summary of activity under Friendship Agreement with Washington D.C. and its benefits to inform renewal discussions	Enhanced learning experiences for children and young people; enhanced cultural events e.g. International Friendship Festival; additional opportunities for business development	SP1 SP2 SP6 SP8	1 3 4 5	IM
	Agree priorities for formal Co-operation Agreement with Harbin, China - economic, education and cultural activity. Progress work with Nanjing and Liuzhou	Progress programme of co-operation activity with Harbin; co-ordinate activity with Nanjing and Liuzhou (activity to be identified during 2008/09)	Progress programme of co-operation activity with Harbin; co-ordinate activity with Nanjing and Liuzhou (activity to be identified during 2009/10)				
	Support development of Sunderland's contribution to Essen's European Capital of Culture Programme for 2010	Support ongoing development, and implementation, of Sunderland's contribution to Essen's European Capital of Culture Programme for 2010	Support implementation of Sunderland's contribution to Essen's European Capital of Culture Programme for 2010	Additional opportunities for residents including young people to engage in cultural activity through projects involving e.g. photography, music, multimedia to increase knowledge and promote understanding of other cultures and provide opportunities for creativity	SP2 SP6	4 5	IM
	Develop Commonwealth Local Government Forum (CLGF) scheme proposals	Progress International Development through proposed CLGF scheme	Complete proposed CLGF scheme; identify new opportunities.	Good practice developed; increased knowledge and understanding of other cultures	CIO3 SP8	4	IM
	Facilitate take-up of St Nazaire initiatives involving community groups	Identify and promote opportunities for joint work with St Nazaire in line with Strategic Priorities	Continue to develop co-operation with St Nazaire in line with Strategic Priorities				

LEADER AND DEPUTY LEADER

INTERNATIONAL

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Increase awareness of European Union (EU) policy, European and International initiatives relevant to the city's priorities (including EU trans-national programmes), and pursue the city's interests in key policy fields working with partners as appropriate	Facilitate effective participation in EUROCITIES in key policy areas (initially Economic Development and Knowledge Society) and take-up of appropriate opportunities to share experience, develop good practice, and influence EU policy development	Review first year's engagement within EUROCITIES and adjust co-ordination arrangements accordingly to maximise benefits	Facilitate effective participation in EUROCITIES	Development of good practice to shape improved service delivery. Increased understanding of EU policy and legislation its impact on the City and increased influence on policy development	CIO3		IM
	Develop approach to promote 2008 as European Year of Inter-Cultural Dialogue, and other relevant European and International initiatives such as European Day of Languages	Identify opportunities to promote European and International initiatives in relation to languages, cultural diversity, mobility, volunteering and citizenship	Identify additional opportunities to promote European and International initiatives in line with Strategic Priorities	Increased knowledge and understanding of other cultures, enhanced cultural activity and improved community cohesion	CIO4 SP2 SP8		IM
	Facilitate the city's engagement in other appropriate networks linked to EU/ international matters and represent the city's policy interests e.g. by contributing to the development of joint consultation responses/ policy positions	Continue to facilitate the city's engagement in other appropriate networks in relation to EU and international matters and represent the city's policy interests	Continue to facilitate the city's engagement in other appropriate networks in relation to EU and international matters and represent the city's policy interests	Increased understanding of EU policy and legislation its impact on the City and increased influence on policy development	CIO3	4	SPETM/ IM

LEADER AND DEPUTY LEADER

INTERNATIONAL

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	14,781	16,665	16,665	Twinning Visits	16,665
2	1,884	0	0	Delegated Budget c/fwd	0
	16,665	16,665	16,665	**Delegated Budget**	16,665
	16,665	16,665	16,665	**TOTAL BUDGET**	16,665

Responsible Budget Holder
Strategic Programmes and European Team Manager

FURTHER INFORMATION
For further information about the service please see the International Strategy or contact Catherine Auld, International Manager, Tel: (0191) 553 1156, email: catherine.auld@sunderland.gov.uk.

LEADER AND DEPUTY LEADER

CUSTOMER SERVICE NETWORK

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver improved council and partner services by increasing choice and access, relevance and efficiency, delivered through the council's telephony and e-mail contact centre and network of Customer Services Centres (CSCs - a full network of which will be in place by 2009), and street based kiosks. To achieve this aim the service:

- Supports the development and migration of services from the way they are currently being delivered to utilise the new access channels available, including change management and business re-engineering support. Examples to date include the Welfare Rights Service working to split the front office and offering the service through the Contact Centre and CSC network, Adult Services re-engineering the process of applying for and renewing a blue badge for disabled parking to a telephone based service to be delivered through the Contact Centre. Services that have already been fully migrated include appointment booking for Registration Services, general enquiries for Planning Services along with existing services such as Council Tax, Housing Benefits, Children's Information Services, Education General Enquiries, Environmental Services, and Ask Recruitment
- Works with internal and external partners to jointly plan and develop the Sunderland Customer Service Network (CSN), including project management
- Manages and delivers services through the Contact Centre, CSN, information kiosks and mobile CSC
- Develops and delivers capital projects (Customer Service Centres) on behalf of the council and partner organisations
- Provides customer care training as appropriate to customer service professionals.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

An annual customer telephone survey is carried out by the council to determine levels of customer satisfaction, with the results feeding back into service improvements. Results indicate that customers are very satisfied with the service being provided with 92% of customers satisfied in 2006/07 compared to 84.40% in 2005/06.

Work is ongoing to develop Single Customer Transaction software to provide detailed analysis of customer activity and allow the council to maintain high levels of customer service. Final work in relation to this is likely to be completed in 2008/09.

A Customer Service and Access Strategy (CSAS) that articulates how the council will ensure that customers and customer focus are at the heart of the council's priorities was completed in 2007/08. An action plan has been developed to deliver the key priorities in the strategy. This will be implemented from 2008/09.

The service has several important projects with regard to using ICT to enhance service access and delivery and is fully engaged with the Digital Challenge programme. One of the key activities and projects that the service will be engaged with is 'Worldmark' which seeks to provide a robust and secure 'safety net' device using standard 3G mobile phones. The service is managed via a contact centre and utilises the data portion of the mobile phone network. It will include:

- 'One-to-One' and 'One-to-Many' two way walkie-talkie
- Panic button
- Standard messages/Alerts and reply confirmation
- GPRS Mapping and Locator
- Key benefits of the system will be independence for looked after adults and carers and promotion of safety and security.

A network of interconnected video link screens enabling customers to have real time contact with a range of council specialists has been developed however, customer uptake is low as they continue to prefer face to face contact with a council officer. Work to develop the service will continue in line with customer preferences.

An Occupants Group of council and partner organisations has now been established at Bunny Hill. Feedback is used to inform and drive improvements in service provision at the centre.

At Bunny Hill work is continuing to establish an intranet portal to allow the more efficient communication and sharing of information between council and partner organisations at the centre to inform development of services that best meet the needs of the local community. This project is now being driven via the Northern Initiative Area Forum.

The Bunny Hill Centre is working with partners to develop an ICT facility, which will showcase the next generation of ICT technological development to residents of the city, council members and council employees. Work will continue to identify suitable funding for this project to go ahead.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The service has been delivering the Single Non-Emergency Number 101 number as part of the Northumbria Partnership. The project has Home Office funding until March 2008.

Due to the nature of the Contact Centre role there is a need for all staff to be cross-trained to handle any call/request that is taken. As new services migrate training is provided to staff to enable them to handle calls/requests and a robust training plan exists to ensure customers receive satisfactory service from all members of staff. A project to develop a virtual contact centre will allow staff at CSCs around the city to log on and take telephone calls in addition to the contact centre to cover periods of 'peaks and troughs' in demand.

No Impact Needs Requirement Assessments (INRA) have been identified for the service. Implementation of the CSAS will require INRA's to be completed in respect of how the outcomes from the CSAS impact on the CSN. Equality training is provided for staff as part of the induction process.

The service has supported an initiative at the Bunny Hill Centre to introduce multi-tasking between library and customer service centre staff to provide efficient and effective services. Customer service staff have received library training and library staff have started customer service training. The Bunny Hill Centre Manager is participating in the council's leadership development programme.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The CSAS articulates how the council will ensure that customers and customer focus are at the heart of the council's priorities. A suite of performance indicators has been included to measure the success of CSAS priorities and will be monitored from 2008/09.

The service is responsible for the management and service delivery of the CSN. The service is project managing capital projects. During 2007/08 CSCs were completed at Ryhope and Highfield Extended School. In 2008/09 CSC projects will be undertaken at Washington and Southwick.

A Risk Management Action Plan for the CSN is reviewed on an ongoing basis and individual Risk Registers continue to be developed for each capital project. A Business Continuity Plan is reviewed and updated on an ongoing basis.

A PA Consulting audit of the service was undertaken in 2006. Recommendations were built into the CSAS and the Business Improvement Programme.   2008/09 will see the Implementation of CSAS actions and service transformation projects emerging from BIP.

At the Bunny Hill Centre facility usage by partner organisations is being monitored on an ongoing basis to ensure that any changes in use do not have a detrimental effect on activities delivered at the centres or a negative impact on revenue operating costs of the centres.

At the Bunny Hill Centre, council and partner organisations have service continuity plans that meet their individual requirements; an emergency action plan is in place for the centre.

The migration of services to the Contact Centre has helped realise significant improvements in terms of customer satisfaction levels with individual services, as measured using an industry-leading assessment tool. The Varney Report - Service Transformation: A Better Service for Citizens and Businesses, a Better Deal for the Taxpayer and Comprehensive Spending Review 2007 will require the CSN to develop further measures to provide ongoing efficiency savings and value for money.

The service supports a positive contribution to improved resource consumption through the provision of recycling facilities at the Bunny Hill Centre for use by staff and residents. This has proved to be very successful with both staff and customers.

The service is supporting the council's Green Travel Plan by encouraging staff at the Bunny Hill Centre to cycle to work, car share or use public transport. It is intended to undertake further work in respect of this through the Occupants Group.

LEADER AND DEPUTY LEADER

CUSTOMER SERVICE NETWORK

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Bunny Hill Customer Service Centre opened during 2006/07 and is delivering council's and partner's services to an area where there is evidence of high multiples of deprivation. The Improvement and Development Agency (IDeA), Local Government Association (LGA), Communities and Local Government and the Cabinet Office came together in the autumn of 2006 to commission a programme of research into front office shared services. This named Bunny Hill as a best practice example of joint service delivery.

The Contact Centre has partnership arrangements with the Carers Association, Age Concern, Answers, the Northumbria 101 Partnership and voluntary agencies.

The Contact Centre is working in partnership with the police and other local authorities to deliver a Home Office Initiative - the Single Non Emergency Number.

The service will seek to further strengthen the relationship between partner organisations to provide continual improvement in the services that they provide to local residents. This includes facilitating meetings between the partners and at the Bunny Hill Centre using an occupant's intranet to improve communication.

Work with other partners includes providing a range of outposted services that meet the needs of local communities such as provision of a pharmacy and General Practitioners surgery at the Bunny Hill Centre.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PF2	No. of assisted Customer Service Centre opened	1	4	4	Yes	3	2
PF4	Number of hits to Information Kiosks	176,412	70,000	88,064	Yes	70,000	70,000
PF8	Percentage of abandoned calls	6.7%	Less than 5%	14%	No	Less than 5%	Less than 5%
PF9	1st Call resolution	95%	90% or greater	95%	Yes	90% or greater	90% or greater
PF13	Customer Satisfaction	84.4%	90% to be fairly or very satisfied	92%	Yes	90% to be fairly or very satisfied	90% to be fairly or very satisfied
Op1	Average speed to answer calls	n/a	n/a	n/a		90% in 30 Seconds	90% in 30 Seconds
Op3	Time taken to respond to written correspondence	n/a	n/a	Within 5 working days	Yes	Outcome provided within 15 working days	Outcome provided within 15 working days
Op4	Staff Satisfaction (measured over and above corporate staff satisfaction survey)	n/a	n/a	n/a		90% of staff to be satisfied or above with all aspects of their working environ-ment	90% of staff to be satisfied or above with all aspects of their working environ-ment

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CUSTOMER SERVICE NETWORK

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Review and Improve Current Service Provision:							
Review the management and structure of customer services within the council	Implement agreed recommendations following agreement of options for the strategic location of the Customer Service function			Provide improvements to customer services: Most appropriate location for the strategic management of the Customer Service function determined	CI01 CI03 CI04		HoP&SD
	Roll out and embed agreed protocols for customer services/customer service delivery teams interaction	Review agreed protocols		Customer Services to become the advocate on behalf of the customer so that they receive seamless service delivery			HoP&SD
Improve the interaction between the Customer Services function and service delivery teams	Review Service Level Agreements (SLAs) in place for all Services provided by Customer Services	Ogoing review of SLAs	Ongoing review of SLAs	Strengthened delivery arrangements for those services transferred to Customer Services	CI01 CI03 CI04		CRM
	Service delivery teams to review information available on the Sunderland City Council website to ensure that Customer Services can answer Frequently Asked Questions	Ongoing review of information	Ongoing review of information	Providing assurance to customers that they will be kept informed by a member of Customer service staff of the progress of their enquiry			SDT's

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Deliver a consistent standard of customer care across the council	Customer care training to be made available to non customer service staff	Undertake a review of customer service standards in line with changes in customer preferences Provide ongoing customer care training as appropriate	Provide ongoing customer care training as appropriate	All council staff adhering to agreed set of customer service standards Customers will receive the same level of service irrespective of where they access the council	CI01 CI02 CI03		CRM
	Undertake Mystery Shopping exercises to measure the success of service improvements and make recommendations for further improvement available to all the relevant service staff	Undertake Mystery Shopping exercises to measure the success of service improvements and make recommendations for further improvement available to all the relevant service staff	Undertake Mystery Shopping exercises to measure the success of service improvements and make recommendations for further improvement available to all the relevant service staff				
Identify services that could be provided at the Bunny Hill Centre following a gap analysis in respect of the Extended Services Programme	Potential for service provision evaluated Establishment of service provision subject to available resource	Review and evaluate service provision	Project complete Mapping of provision will be complete with gaps identified. Appropriate measures will have been taken to fulfil the gaps i.e. funding to acquire new services or activities for the community	A full programme of activities will be offered in each area in partnership with Extended Services. This will result in increased access to a wide range of provision	CI01 CI03 CI04 SP8	5	BHCM HCM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Plan to implement the new customer service model: Ensure that the aims and objectives of the new customer service model and its design principles are widely understood across the Council	Review and communicate action plan for Customer Service and Access Strategy			Customer Service and Access Strategy communicated to all service delivery teams and staff via: - Workshops - Briefings - Team meetings - Service improvement planning cycle	CI01 CI02 CI03		CRM
Build capacity and skills within the council to enable the re-engineering of services to facilitate end to end service delivery	Identify appropriate services and undertake re-engineering			Implementation of a number of "proof of concept" pilots Customer champions identified within directorates	CI01 CI03 CI04		HoP&SD
Ensure that service design and delivery is based around customer requirements		Develop a customer insight strategy linked with corporate consultation initiatives and DEMOS & Mori research		Defined business intelligence framework developed	CI01 CI03		CRM
Implement the design principles of the new customer service model: Access design principles	Handle all customer contacts by front-office staff where appropriate.	Use customer data as evidence base for future provision and design of services	Design services around customer needs, irrespective of traditional boundaries (internally and partners)	Customer access re-engineered to meet the needs of all customers whilst providing effective and efficient service delivery	CI01 CI02 CI03 CI04		CRM

CUSTOMER SERVICE NETWORK

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	**2009/10**	**2010/11**				
	Record all customer information at first point of contact Resolve customer need at locality closest to the customer	Enhance front office staff role to act as a broker and advocate as well as initiating service	Provide customers with a choice of access channels although services will migrate to the lowest cost delivery channel (where appropriate) Front office function capable of being extended to other council and partners' facilities Develop new and innovative channels in line with technology and customer demand	Customers will access the council by the most appropriate channel for the particular type of transaction that they are undertaking			
Processing design principles		Establish systems to ensure customers are kept fully informed of the progress of their enquiry Move transaction processing from back office to front office		Delivery processes re-engineered in line with customer need			
Deliver design principles		Achieve increases in productive time within service delivery through clearer separation of process elements and improvements in scheduling and routing from the deployment of mobile technology		Relationship between the front office and service delivery teams re-engineered to optimise the customer experience Customer Services will be the customer advocate for the council so that customers will experience seamless service delivery	CI01 CI02 CI03 CI01 CI03 CI04		CRM CRM

LEADER AND DEPUTY LEADER

CUSTOMER SERVICE NETWORK

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	2,130,408	1,896,330	2,171,221	Employees	2,235,145
2	412,114	455,010	439,996	Premises	455,373
3	8,898	14,980	14,980	Transport	14,984
4	241,559	278,077	278,077	Supplies and Services	280,205
5	15,744	15,240	15,240	Third Party Payments	15,240
6	997,693	0	0	Revenue Contribution to Capital	0
7	(83,096)	0	0	Delegated Budget c/fwd	0
	3,723,320	2,659,637	2,919,514		3,000,947
8	712,127	638,302	935,337	Less Income	957,486
	3,011,193	2,021,335	1,984,177	**Delegated Budget**	2,043,461
				Non-Delegated Items	
9	38,418	18,646	32,432	Employees - FRS17 Pensions Adjustment	44,708
10	592,928	628,837	628,837	Central Support Service Recharges	622,416
11	0	21,954	21,954	Departmental Recharges	24,492
12	3,399	0	0	Repairs and Renewals	13,234
13	0	0	41,780	Asset Charges	41,780
	634,745	669,437	725,003		746,630
14	2,178,772	2,225,531	2,225,531	Less Income	2,132,354
	(1,544,027)	(1,556,094)	(1,500,528)	**Non-Delegated Budget**	(1,385,724)
	1,467,166	465,241	483,649	**TOTAL BUDGET**	657,737
	89.0	83.0	96.0	**Total No. of Staff**	96.0

Responsible Budget Holder
Head of Project and Service Development

FURTHER INFORMATION

For further information about the service please see the Customer Service and Access Strategy or contact Mike Poulter, Head of Project and Service Development Tel: (0191) 561 7546, email: mike.poulter@sunderland.gov.uk.

RESOURCES

ROLES AND RESPONSIBILITIES

The Resources portfolio has overall responsibility for the efficient use of financial, ICT, human and property resources. As a result, the portfolio has specific responsibility for:

- City Solicitors
- Budgetary and Financial Affairs (in conjunction with the Leader and Deputy Leader Portfolio)
- Corporate Personnel functions
- Performance Improvement
- ICT
- Risk Management
- Procurement
- Property Services.

The Portfolio is also the champion for the council's efficiency work and for e-government.

PORTFOLIO CONTEXT

Statutory Context

The Resources portfolio works within the context of the Government's Modernisation Agenda 1999 and the Local Government White Paper Strong and Prosperous Communities published by the Communities and Local Government (CLG) in October 2006. Functions undertaken by the Resources Portfolio are strongly influenced by statute, Government regulation and professional codes of practice, which carry statutory backing.

During the past year the Portfolio dealt with the following key statutory impacts and work will continue during 2008/09 in each area:

The Corporate Manslaughter and Corporate Homicide Act 2007 - came into force April 2008. The law will create a new offence of corporate manslaughter. A planned review of the statutory dismissal procedures will be closely monitored over the next year.

Freedom of Information Act 2000 - from January 2005 the public had a right to request access to a wide range of information held by the council. Procedures have been put in place to deal with requests in a timely and efficient manner, in accordance with the requirements of the Act.

Disability Discrimination Act 1995 - in 2004, additions to the Act placed a duty on service providers including local authorities to make reasonable adjustments to the physical features of their premises to overcome barriers to access.

The Children Act 2004 - this Act provided councils with a framework for the future of children's services with an emphasis on integrating key services provided for children and young people, particularly Education and Social/Health services for vulnerable children. A new Public Outline (PLO), replacing the current protocol for Judicial Case Management in Public Law Act cases, is to be implemented via a practice direction from the President of the Family Division in April 2008.

The Civil Contingencies Act 2004 - the Act provides a framework for civil protection and has significant implications for the council's Emergency Planning duties.

The Data Protection Act 1998 - the Act provides a framework to make new provision for the regulation of the processing of information relating to individuals, including the obtaining, holding, use or disclosure of such information.

The Approved Code of Practice Act 1995 - the prevention or control of legionellosis (including legionnaires' disease). During 2007/08 schemes have been prepared for preventing or controlling the risk; implementing, managing and monitoring. This compliance work will be ongoing during 2008/09.

T**he Construction (Design and Management) Regulations 2007** (implemented April 2007) - It is anticipated greater control of Health and Safety in this area.

The Regulatory Reform (Fire Safety) Order 2005 - Requires any person who exercises some level of control in non-domestic premises to take reasonable steps to reduce the risk from fire and ensure occupants can safely escape if a fire does occur.

The Crime and Disorder Act - The Act requires additional assessments to all projects where public safety may be a consideration e.g. Public Buildings, Schools and Common Areas.

Financial Legislation - The City Treasurer has statutory responsibilities under the Local Government Act 1972 (Section 151), the Local Government Act 1988 and the Accounts and Audit Regulations 2006 to ensure the proper administration of the council's financial affairs, to avoid illegal expenditure and deficit, and to make arrangements for managing risk. Adequate financial services and systems are key to fulfilling these responsibilities.

Local Socio-Economic Change
In respect of service improvement there are increasing expectations from residents for delivering high quality efficient, accessible and effective services which meet their needs. There are also increasing expectations that the council delivers value for money, listens to the views of residents and acts upon feedback. Levels of deprivation and associated issues regarding health and literacy means the council needs to consider this as part of the overall `hard to reach' or tackling social exclusion agenda.

The corporate ICT Unit has involvement in a range of nationally recognised 'community outreach' projects - Digital Challenge, e-Neighbourhoods, e-Champions and Electronic Village Halls to promote community access, technology awareness, encourage inclusion, promote equality, community and learning, etc. The local labour market is a key element to planning work, both in terms of workforce planning and equality work. An annual workforce diversity report is being developed which will focus upon our workforce within the context that the council is operating in.

Other Key Issues
Nationally and locally there is an increased focus on council's demonstrating strong community leadership through efficient and effective service delivery. Community aspirations are rising regarding access choice and relevance of services and increased emphasis in national performance management frameworks using resident satisfaction with council and specific services. The council needs to ensure it can continuously improve services and its performance management framework supports increased citizen involvement including consultation and engagement -listening to views of residents and setting objectives and actions accordingly is key to this. The move beyond strategic regulation through the CPA and annual performance assessment process will place increasing reliance on the council' self-assessment skills and capacity and the need for business intelligence, which also links into the Business Improvement Programme.

The Comprehensive Spending Review October 2007 and requirement for 3% efficiency savings in each year covered by the Review, reinforces the need for securing increasing value for money whilst delivering increasing choice in service provision. There is increasing focus on service transformation - changing the way the council works to provide a more specific streamlined service to the customer, reducing waste whilst service levels increase.

The need for better overall business intelligence linked to data, data sharing, customer intelligence and knowledge management will drive performance management framework in different directions i.e. different views of what constitutes performance including area arrangements. Multiple partnership working and performance management (with risk management arrangements) is increasingly important. The development of new Sustainable Sunderland Strategy into a longer-term strategy and the refreshing of the Local Area Agreement in the medium term will be produced in 2008.

ICT continues to be essential to the underpinning of improvements to service delivery and it supports the whole council's compliance to the Information Security Management System standard. A Programme project schedule and resource review has been developed as part of the Business Improvement Programme. Funding requirements for applications are being developed to enable smarter working and provide greater audit ability, systems and software control. A key issue in the successful delivery of the Digital Challenge Programme and the ICT Unit provides significant contribution to the Building Schools for the Future Programme and integration of BSF into 'business as usual'.

With regard to key issues surrounding Land and Property, energy initiatives to deliver efficiencies and carbon reduction are being embedded. The energy review will require ongoing performance management by Property Services. With regard to the council's workforce, the Health and Safety Executive (HSE) is to undertake an audit of the council's management of sickness absence, focussing in particular on our statutory duty to manage work related stressors. This audit may also extend into other areas dependant upon their findings during interviews and site visits. Work will continue into 2008/09 to take improvement actions, where identified. Finally, with regard to Elected Members, new provisions for Standards Committees will act as local filter for complaints regarding Members' conduct.

RESOURCES

ANALYSIS OF PAST PERFORMANCE

In 2007 recommendations from the council's Corporate Assessment were aligned with actions from the Peer Review and incorporated into supporting action plans. For example (i) improving the council's performance against equality indicators (ii) reducing sickness levels and increasing the accuracy of sickness statistics. Key achievements within the Resources portfolio that improved service to users included (i) further improvement and buildings of e-Neighbourhood and promotion of social inclusion reflecting local needs and (ii) extended the scope of both passive and active research and consultation especially e-consultation and consultation through partners. In addition the council achieved a score 4 out of 4 for Use of Resources in the Corporate Performance Assessment 2007. Other specific actions are as listed below:-

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
The continued phased implementation of an equality proofed new pay and grading model.	Phase 1 Appeals was completed in June 2007. Phase 1 "Managers Guidance" produced and circulated September 2007. Progress on Phase 2 remains stalled. Equal Pay Audit of the council's workforce completed September 2007.	Employees appropriately rewarded for their work in a fair and consistent way. Job evaluation incorporated into OM processes. Equal Pay Action Plan developed.	SP1	1
Action to improve the council's performance against the equality standard levels	Yes. Corporate Workforce Development Plan agreed by EMT and implemented across the council.	Increase in the number of women and minority ethnic employees in the top 5% of the workforce	SP8	1 5
Policies, training and direct intervention to reduce sickness levels in line with targets and increase the accuracy of sickness statistics	Yes. Improved information for Managers Attendance Management Action Plan is being implemented.	Improved attendance, performance and capacity	SP2	2
Identify opportunities for smarter/flexible working	Yes. Flexible working project completed. Mobile and home working policy now being developed.	Improved employee well-being and satisfaction	CI02	
Continue to develop leadership skills for officers and Members	Yes. Launch of Sunderland Leadership Programme and continuation of member training.	Effective leadership and management	SP1	4
Achieve re-assessment against the IIP Standard	Yes, successful re-assessment October 2007.	Improved services, supported by efficient and consistent information systems	SP1	4
Finalise an ICT programme to support the Business Improvement Programme, support flexible working and provide a standardised working environment across directorates Implementation of performance management system to support intelligent service planning and service improvement	Yes. Programme developed and Key Account Managers established to work with directorates. Yes. Project governance and project initiation document completed and procurement agreed. Implementation due 2008/09.	Improved data collection and quality Higher proportion of performance indicators in upper quartiles	CI03 CI03	

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Develop usage of Citizens Panel to facilitate more strategic thinking, re-engagement and understanding of community issues	A panel review is in progress.	Improved ability to develop local based solutions based on local performance data Perception of council and value for money increase Actual service quality feedback improvement	CI01	
Implementation of web based ordering, electronic payments and enterprise buyer module (SRM)	Projects commenced and live pilot scheduled for mid 2008 to reflect technical difficulties encountered during 2007	Improved Use of Resources, improved customer satisfaction, improved collection rates	CI03	
Implementation of Business Warehouse, Document Image Processing (DIP) System and assist in HR and Payroll system phase II	Business Warehouse activity scheduled to commence 2008 following implementation of SRM. Document Image Processing (DIP) System implemented September 2007. Phase II of HR/Payroll system postponed, however Shared Service Centre processing other business efficiencies such as electronic returns.	Improved efficiency and effectiveness of service	CI03	
Implement CPA use of Resources Action Plan and review of risk management arrangements	Implemented and reviewed on a regular basis. Scored 4 out of 4 for Use of Resources.	Improved Use of Resources	CI03	
Annual Review of Corporate Procurement strategy and procedure rules, publication of annual procurement plan and establishment of a programme of new contracts	Contract Procedure Rules reviewed and implemented March 2007. The 2006 strategy currently being reviewed. Annual Procurement Plan published on web page and is being reviewed by Head of Corporate Procurement. Contracting Programme being reviewed by Head of Corporate Procurement.	Improved value for money and increased awareness of opportunities for local suppliers	CI03	
Implement the Asset Management Plan (AMP)	Yes, AMP for 2006-2010 produced and implementation now being led by the Capital Strategy Group.	Effective, efficient and economic management of the council's property portfolio through achievement of the AMP targets	CI03	

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Portfolio has overseen further implementation of the corporate consultation frameworks and processes to ensure customers and residents views have shaped services. This includes further development of engagement through the Independent Advisory Groups (IAGs). Additional support and resources have been provided to further develop the Youth Parliament role and the Annual Community Spirit programme. An updated consultation manual and annual Consultation Plan have been developed and an audit of consultation activity has been undertaken.

The Review Committees have organised and participated in a number of public events engaging citizens in the work of the committees, for example, the Health and Wellbeing Review Committee organised the 'Mental Health Act and You' event and the Children's Services Review Committee participated in the 'targeting youth support' event. To ensure the views of the local community are taken into account in the budget setting process there has been further development of the budget consultation process for the 2008/09 budget. This has involved undertaking workshop forums with members of the citizen's panel in a number of locations throughout the city thereby improving opportunities for community participation.

The benefits of using ICT to improve service access and delivery are widely recognised. The Portfolio is seeking to enhance customer service delivery through the development of electronic payments mechanisms which will increase access to services through the use of smarter transactional processing and open up access channels to the public. In addition the development of e-invoicing arrangements will enable suppliers to interact electronically in relation to the payment for goods and services. The implementation of a new council tax and benefits system in January 2007 and the document image processing system in September 2007 will allow for the planned development of online access to accounts by customers, potential to provide touch tone telephone payments, electronic billing, integrated council tax bills/and benefit letters. The introduction of 4 weekly and variable date direct debit payment options has further increased customer choice. Corporate ICT are currently developing a complaints/Freedom of Information (FOI) computer system to track customers' requirements and facilitate prompt attention. The Portfolio is also looking to implement the total land charges system to provide customers with easier access to the land charges service. The new HR/Payroll system, which has been operational since December 2006, will provide an improved information system, allowing improved access, employment monitoring, action planning, target setting and service delivery. An e-recruitment project is currently in the planning stages. The aims of this project are to make the recruitment process accessible and user friendly for all potential applicants, improve the recruitment service for directorates, improve data collection and monitoring and reduce costs.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The Portfolio is contributing to achieving Equality Standards by:
- Ensuring that the council has a fair and equality proofed pay and grading system, supporting the "One Council" agenda including Phase 1 appeals and the production and circulation of `Managers Guidance'
- Ensuring the procurement process itself is fair and inclusive. e.g. include procurement within the next revision of the Compact with the voluntary, community and social enterprise sectors
- Including appropriate equality clauses in contracts and in relevant Procurement Codes of Practice
- Carrying out Impact Needs Requirement Assessments (INRAs) for current contracts and ensuring planned equality risk assessments/INRAs and all new policies/working procedures are assessed/equality checked
- Ensuring potential suppliers and contractors are aware of the council's Diversity and Equalities policy through the tender process and comply with any requirements if successful
- All staff have undertaken or planned to undertake the on-line Equality and Diversity Learning Package
- Equalities considerations underpin the corporate consultation framework and development of hard to reach strategies. Equalities issues are also considerations in appraisal, training and development, sickness absence and flexible working
- Six employee representative groups for equality and diversity have been established to represent the 6 equality and diversity strands: age, gender, disability, race, religion or belief, and sexual orientation
- Development and implementation of Workforce Development Plan
- Ensuring that public buildings comply with the requirements of the Disability Discrimination Act (DDA) 1995 (which requires access by all to service delivery) and reports against BVPI 156 'Council Buildings DDA compliant'. During the first six months of this year the percentage of the council's properties that are DDA compliant has increased by 14%, which already exceeds the target of 75% set for 2007/08.

The Portfolio has undertaken the following to ensure that it was able to support the council in its reassessment to the Investors in People Standard carried out October 2007:
- Implementation of the Corporate Appraisal Scheme and review of staff competencies
- Review of appraisals carried out to ensure all staff have had at least one appraisal in past 12 months and training needs identified
- Review of training carried out 2006/07, both in financial terms and assessing contributions made to key objectives and Business Plan targets
- Co-ordination and attendance at the Sunderland Leadership Programme designed to meet the needs of our managers and support the one council approach.

With regards to the council's strategic approach to assets, a revised Asset Management Plan (AMP) for 2006-2010 has been produced, working with directorates to maximise communication of the AMP process. Property Services supports directorate Capital Boards on all strategic and operational property matters monitoring and managing capital schemes.

Further work carried out by the Portfolio to develop the "One Council" approach include effective high quality and relevant member development and training which was awarded the North East Charter for Elected Member Development by the North East Regional Employers. In addition, the ICT service contributes to the 'One Council' approach through the development of integrated ICT systems and City Print assists in the delivery and production of the corporate image strategy helping maintain a corporate image library.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The Portfolio leads on the achievement of the Use of Resources Action Plan, and the council was again awarded a maximum overall score of 4 out of 4 for its Use of Resources 2007 assessment and, within that, 3 stars for Value For Money. The 4 star assessment places the council as the highest rated in the Tyne and Wear sub region for the third consecutive year. In addition the council was one of only two councils in the North East region and one of only seven Metropolitan councils in the country to receive a 4 star assessment for Use of Resources.

Within the Auditors Judgement for awarding the 2007 Use of Resources overall score of 4 out of 4 the following scores were awarded:
- Financial Reporting - a score of 3 out of 4 in 2007 (3 out of for 4 in 2006)
- Financial Management - a score of 4 out of 4 in 2007 (3 out of for 4 in 2006)
- Financial Standing - a score of 4 out of 4 in 2007 (4 out of for 4 in 2006)
- Internal Control - a score of 4 out of 4 in 2007 (4 out of for 4 in 2006)
- Value for Money - a score of 3 out of 4 in 2007 (3 out of for 4 in 2006)
- Within these scores 8 out of 11 component elements are rated at level 4 (3 out of 11 in 2006).

The scores reflect the significant efforts made to drive improvement in managing the council's financial resources. Work will continue to ensure ongoing improvement.

The Portfolio has responsibility for the council's property review and asset management processes, and a number of reviews are underway, including:

- Office accommodation review - to identify options for the rationalisation of the council's property portfolio, leading to the reduction in building running costs, potential for capital receipts, and the reduction of the maintenance backlog
- The Smarter Working Project - to ensure that council buildings and accommodation are being used effectively and releasing properties where possible
- The Energy Review Process - designed to deliver efficiencies in the council's use of energy, and
- The Carbon Management Plan - designed to reduce the council's carbon emissions, which will be key areas of activity for the Portfolio to ensure the efficient use of energy in council assets and in reducing costs and carbon emissions.

With regard to our "invest to save" approach to human resources, the focus is on reducing cost whilst impacting positively on the delivery of front line services. The continuing work to reduce sickness absence will bring benefits of improved staff morale/motivation, improved organisational reputation, and reduced vulnerability to employee liability claims, reduced stress and reduced demand on management resource. The introduction of flexible working arrangements including mobile and home working and the Smarter Working Project will result in efficiency savings across the council.

The Portfolio is currently implementing an automated desktop software management and release system that will control and report all desktop, server software assets and security updates. Implementation of a secure Remote Access System is allowing access to systems for use by home-workers and mobile-workers.

The council has a strong track record of demonstrating the achievement of efficiency savings across the whole range of its services, and the Portfolio plays a leading role in managing and monitoring the achievement of efficiency savings in relation to the Government's efficiency agenda. This will be further developed to enable a positive response to the efficiency requirements set out in the CSR07 for the period 2008/09 to 2010/11.

The portfolio takes the lead role in driving the achievement of efficiencies through a number of the corporate efficiency projects, including:
- Investment in Voice over IP telephony and digital technologies, which is resulting in supplier line cost savings, and improving the quality of communications. This has generated efficiency savings in 2007/08, with further savings being delivered in 2008/09 and 2009/10 as the technology is rolled out throughout the council
- The FMS system (SAP) has resulted in budget management benefits through the provision of real-time information. Further investment through the implementation of EBP and Business warehouse will lead to improvements to BVPI 8 (payment of invoices within 30 days), cost savings through use of electronic processes and improved reporting functionality

- Efficiency savings are being delivered through the e-payments agenda, due to more efficient and cheaper transaction and banking arrangements, and a review of cashier arrangements at the Grangetown Customer Service Centre;
- Efficiency savings are being delivered through improved corporate contract arrangements. A programme of reviews on existing and potential contracts has achieved cost reductions for example through procurement arrangements in respect of gas and electricity.

The budget for 2008/09 has been set taking account of efficiency savings of £271,000. Further details are included in the relevant service planning pages within this portfolio.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Portfolio will continue to provide support to build a strong Sunderland Partnership. It provides financial management support in seeking to ensure that the priorities in LPSA2 and the LAA are resourced and that the financial aspects of performance are monitored. The Portfolio will also continue to support the financial management arrangements of the new LAA for 2008. Cabinet receive an annual report from the City Treasurer on significant partnerships showing key information - partners, purpose, aims/objectives, governance, expected outputs and outcomes, monitoring and evaluation, financial performance, added value, and major risks.

A Partnerships Register is also established along with a Code of Practice on Partnerships, which is designed to ensure a consistent and corporate approach is taken to identify and manage the many issues around this area of working to support the achievement of successful outcomes.

The Portfolio is currently preparing partnership agreements for the Children's Trust and for the Joint Primary Care Trust (PCT), as well as agreements for joint appointments by the PCT and the council to facilitate an integrated approach to health issues. It is working in partnership with Gentoo on area renewal initiatives, including the delivery of a joint venture to regenerate the Castletown area. Property Services is providing project management support to Sunderland ARC on a number of regeneration projects including the Vaux site, Holmeside and Farringdon Row schemes. Work is also ongoing with Tyne and Wear Fire and Rescue Service on a range of property related projects such as station replacement options, condition surveys and other property related work. Partnership working is essential to the delivery of both security services and emergency planning. Security Services works closely with directorates and external partners such as the Police, Nexus and the Emergency Planning Unit and many other agencies.

The Portfolio contributes to improving Sunderland's image by continuing to enhance the city's image as a technically advanced place and leading the way with projects such as Digital Challenge and Smartcards. The Corporate Head of ICT sits on the board of the partnership with Washington DC, of which ICT is one of the major themes. The Portfolio has provided significant support for the Software City initiative by working with partners including the University of Sunderland, the Business and Innovation Centre and One North East to attract inward business investment to bring employment to the city for new IT and software development industries. The Portfolio proactively works with agencies and business throughout the local area to establish effective and efficient partnership working to advance the best interests of the city, citizens, the council, and the region i.e. providing Data Centre facilities and Accommodation to Northern Gas Network, working with the Society of Information Technology Management (SOCITM) regionally.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Organisational Development, Culture and Performance We will meet the needs of all citizens, including harder to reach groups by:							
Continuing to improve the performance of council services	Implement the Equal Pay Audit and the Pay and Grading Review Phase 2	Implement the Equal Pay Audit and the Pay and Grading Review Phase 2		Improved equality in council services and employment	CIO2		HCP
				Increased satisfaction amongst the community and scrutiny bodies with council services	CIO3		HCP
Being more effective and efficient Improving our people development	Contribute to the achievement of Level 4 of the Equality Standard for Local Government	Contribute to the achievement of Level 5 of the Equality Standard for Local Government		Significant equality improvements and outcomes for race, gender and disability			
Designing services around the needs of citizens Ensuring the council strives to be more representative of the city's population	Respond to outcomes from Health and Safety Executive audit of stress management	Continue with targeted intervention actions as agreed by EMT and follow up through HSE stress survey	Review direction of travel and improvement activity incorporating actions identified through the HSE stress survey	Significant equality improvements and outcomes for sexual orientation, religion/belief by March 2009			
	Targeted attendance management actions as agreed by EMT			Improved attendance, performance and capacity as measured by BVPIs	SP1	1	HCP
				Workforce more representative of changing local population	SP8	5	HCP

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
				A highly motivated and skilled workforce, and equitable employment structure Improved service delivery and workforce data to strengthen action and target setting	CIO1		CHP
	Review Human Resources and Payroll business processes associated with the implementation of Phase 2 of SAP HR/payroll system						
	Respond to new performance monitoring requirements of the Local Government and Public Involvement in Health Act, Comprehensive Area Assessment and National Indicator Set						
	Develop and deliver a CAA Roadmap for the council and Sunderland Partnership	Deliver the CAA Roadmap	Deliver the CAA Roadmap	Improved data collection and quality "Improving Strongly" Direction Of Travel	CIO3		HPPI
	Implement revised and improved performance management and monitoring arrangements for the council and Sunderland Partnership	Proactive service design and improvement	Active use of performance data to inform service design and improvement		CIO3 CIO4		HPPI
	Improve opportunities for local people to be involved in decision making	Proactive customer segmentation		Established citizen segregation model	CIO3		HPPI

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Implement Information Technology Infrastructure Library (ITIL) standard across council	Improved performance reporting against new ICT standard			CIO3		CHICT
	Implement Digital Challenge programme and introduce 14 new services	Complete Digital Challenge programme	Implement sustainable services arising from Digital Challenge	ICT provision assessed as excellent	SP1 SP2 SP4 SP5 SP6 SP7 SP8 CIO4	1 2 3 4 5	CHICT
Asset Management Ensuring more productive use of the council's operational property portfolio	Improve service delivery, space utilisation and reduce the running costs of operational property by agreeing with services projects for property rationalisation	Implement projects for property rationalisation and service improvement (individual projects to be identified by consultation with services)	Implement projects for property rationalisation and service improvement (individual projects to be identified by consultation with services)	Council property space occupation increased from 62% in 2006 to 80% by 2015, resulting in reduced running costs, reduced maintenance backlog and the increased potential for capital receipts for re-investment. (Specific targets will be identified once the options for property rationalisation have been agreed.)	SP1 CIO3	1	HoLP
Ensuring the Portfolio contributes towards community safety	Increase the number of council buildings with a satisfactory security rating	Increase the number of council buildings with a satisfactory security rating		All council buildings will have a satisfactory security rating by the 31 December 2009.	SP5 CIO3	4	SSM
Improving the energy efficiency of the council's property portfolio	Complete energy audits for all council buildings and implement automatic meter reading plus BMS conversion to assist with improved energy management and efficiencies	Implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits)	Continue to implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits)	Reduce energy consumption in all council owned buildings - target of 10% reduction in consumption to be sustained through to 31 Dec 2010 (monitored via the energy review) Reduced energy costs and carbon emissions	SP7 CIO3	5	BSSM

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Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Reviewing the council's industrial portfolio	Review the financial and employment performance of the portfolio. Consult tenants regarding requirements	Set targets to improve business support to occupants and investment in the property	Implement measures to improve business support to occupants and investment in the property.	Increase rate of return from 11.51% in 2006 to 12% in 2008 and sustain	SP1 CIO3	1	BSSM/ VM
Improving building maintenance service delivery to ensure high levels of customer satisfaction and retention of service	Complete transfer of staff and functions to Community and Cultural Services directorate and implement partnership agreement	Monitor implementation of partnership agreement to meet agreed objectives around customer satisfaction and quality of service	Monitor implementation of partnership agreement to meet agreed objectives around customer satisfaction and quality of service	Ongoing service improvement and 100% sign up to Property Services Service Level Agreement	SP1 CIO1 CIO3	1	BSSM
Deliver risk assessments and advice to schools to ensure health and safety and other on site security risks are managed	Feasibility exercise by Security Services in conjunction with schools leading to the production of an action plan	Implement action plan. 25 schools to be advised as part of the proactive service	A further 25 schools surveyed and advised	Better security pupils, staff and their schools from potential risks	SP5 CIO1 CIO3	3	SSM
Financial Resources Continuing to modernise transactional services	Development of web based ordering, and promotion of electronic payment processes	Further development of web based ordering, development of business warehouse and promotion of electronic payment processes and evaluation of benefits realised	Further development of web based ordering, business warehouse and continued promotion of electronic payment and realisation of benefits	Improved Use of Resources, improved customer satisfaction, improved collection rates, improved BVPI 8 performance, improved efficiency of service	CIO1 CIO3		ACT(A) / HoCP
Improving performance on the key lines of enquiry within the Use of Resources Assessment within CPA and the new CAA	Implement CPA and CAA Use of Resources Action Plan	Implement CAA Use of Resources Action Plan	Implement CAA Use of Resources Action Plan	Improved Use of Resources Score	CIO3		CT/ACT (A)

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Further developing Corporate Procurement arrangements to ensure maximisation of efficiencies arising through procurement processes	Annual Review of strategy and procedure rules, implementation of a category management approach to all procurement spend (Corporate) and publication of annual procurement plan	Annual Review of strategy and procedure rules implementation of a category management approach to all procurement spend (front line) and publication of annual procurement plan	Annual Review of strategy and procedure rules implementation of a category management approach to all procurement spend (Capital) and publication of annual procurement plan	Improved value for money from services, realisation of efficiency savings	CIO3 SP1	1	HoCP
Ensuring investments in technology yield expected improvements to the efficiency and effectiveness of services	Further development of Council Tax and Benefits systems through e-enablement, and business process re-engineering	Continued development of Council Tax and Benefits systems through e-enablement. Review systems and processes to reflect technological and business developments and realise benefits	Continued realisation of benefits and review systems to reflect technological, customer and business developments	Improved quality, choice and speed of response to customer leading to improved customer satisfaction, improved collection rates and increased efficiency	CIO1 CIO3 SP1	1	ACT (E&R)
Implement Local Housing Allowance	Pay benefit customers directly by BACS	Review of BACS procedures	Complete	Increased efficiency reduced costs. Improved service to customer through prompt payments with reduction in risk of lost or stolen payments.	C101 C103 SP1	1	ACT (E&R)
Public Engagement Improve public access to services and encourage public involvement in council activities	Implement Action plan for Scrutiny for 2008/09 encompassing actions to address issues in the CPA report	Implement Action plan for Scrutiny for 2009/10	Implement Action plan for Scrutiny for 2010/11	Customers will have the opportunity to get involved in the work of Review Committees	SP4		ACS
	Issue a revised customer complaints leaflet which will be available in different languages and print sizes	For the next 3 areas - Once they are completed there will be no further action required other than to keep the situation under review		Customers will have a greater opportunity to comment on council services			

RESOURCES

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Implement Total Land Charges (TLC)			Working towards a one-stop-shop for Land Charges which is intended to speed up the Land Charges process			
	Review access to information procedures throughout the council			Customers will have easier access to information	CIO1		PL
Further enhance the e-Democracy Project to significantly improve councillor/officer /customer engagement	Promote the use of ICT through the community leadership project to improve public engagement in council services			Customers will have greater opportunities to use ICT to access council services	CIO3		DSM

RESOURCES

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Page No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Office of the Chief Executive	
149	0	0	2,450	Performance Improvement	0
156	866,768	0	530,910	Corporate Personnel	0
162	92,301	(59,057)	(19,290)	Corporate ICT	(88,386)
	959,069	(59,057)	514,070	**Office of the Chief Executive**	(88,386)
				City Treasurer's Department	
170	349,061	0	85,227	Financial Services	0
174	1,810,938	1,480,355	1,497,840	Collection of Council Tax and Business Rates	1,674,287
179	96,425	360,832	478,907	Housing and Council Tax Benefit Administration	396,791
179	747,266	697,847	697,847	Housing Benefit Payments	909,847
180	3,015,528	1,965,933	1,987,878	Corporate Management	2,276,484
	6,019,218	4,504,967	4,747,699	**Total City Treasurer's Department**	5,257,409
				City Solicitor's Department	
185	22,319	0	49,274	Legal Services	0
185	765	0	43,199	Democratic Services	0
186	(491,678)	(629,424)	(628,196)	Land Charges	(629,153)
186	48,839	0	28,499	Civic Centre Management	0
187	3,496,262	3,562,901	3,569,215	Democratic Core	3,614,259
187	10,082	11,256	11,256	Miscellaneous Services	9,697
	3,086,589	2,944,733	3,073,247	**Total City Solicitor's Department**	2,994,803
	10,064,876	7,390,643	8,335,016	**Total Corporate Services**	8,163,826
				Development and Regeneration	
196	291,563	0	527,277	Property Services	0
197	(11,859)	703,000	703,000	Property Services - Repairs and Renewals	640,500
198	(1,854,728)	(2,187,475)	(1,857,969)	Contribution to / (from) Trading Services	(1,786,830)
	(1,575,024)	(1,484,475)	(627,692)	**Total Development and Regeneration**	(1,146,330)
	8,489,852	5,906,168	7,707,324	**TOTAL BUDGET**	7,017,496

TRADING OPERATIONS

199 Including the Cabling Team, City Print, Industrial Units and Managed Workspace, Miscellaneous Land and Properties, Retail Market, Cash in Transit.

	907.7	934.7	942.3	**Total No. of Staff**	886.3

PLANS AND STRATEGIES
- HR Strategy
- Workforce Development Plan
- Workforce Diversity Plan
- Elected Member Development Plan
- Personnel Performance Plan
- Corporate Consultation Strategy
- Hard to Reach Framework
- Performance Management Framework
- CPA Roadmap
- Asset Management Plan
- ICT Strategy
- Information Security Management System
- ICT Service Management Excellence
- Digital Challenge Delivery Plan.

PERFORMANCE IMPROVEMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure achievement of outcomes prioritised by the City Council and helping to improve the performance of council's services through developing and maintaining a comprehensive performance management framework that supports citizen involvement and efficient and effective service delivery. To achieve this aim the service provides a range of mechanism by which members, managers and staff can focus on performance management and improvement, including:

- Supporting democratic renewal and customer involvement in the design of services by providing and co-ordinating council wide consultation and engagement with residents of the city, including 'Community Spirit', (the citizens panel)
- Ensuring a focus on outcomes and improvement by co-ordinating the corporate performance management framework including statutory performance indicators and corporate performance monitoring and reporting (across both the council and Sunderland Partnership which supports achievement of priorities and outcomes identified in the Sunderland Strategy, Corporate Improvement Plan, Local Public Service Agreement 2 (LPSA2), the Local Area Agreement (LAA) and Service Plans)
- Ensuring that the council's legal obligations are met in respect of corporate compliance with the Comprehensive Performance Assessment (CPA) process, Value for Money and efficiency, external inspection and self-assessment
- Taking the lead in responding to the Government's improvement agenda including integrating efficiency and improvement and helping to maintain and improve the council's '4 star and improving well' rating
- Supporting service improvement through a range of performance management techniques to enable Members, EMT and Heads of Service to challenge poor performance including specific performance improvement reviews and targeted improvement activity, advice and guidance

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The service will further implement the corporate consultation frameworks and processes to ensure customers and residents views have shaped services including further development of engagement through the Independent Advisory Groups (IAG's). Additional support and resources will be given to further develop the Youth Parliament role; the Annual Community Spirit programme; development of updated consultation manual and annual Consultation Plan; and audit of consultation activity.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Organisational leadership and management capacity are ensured in the service through the Head of Service and Assistant Head of Service attending the Leading Change Management Programme. Details are then cascaded through the Senior Management Team. Senior Managers have also been identified for Sunderland leadership programme through the appraisal process.

The service contributes to the Office of the Chief Executive Equality Action Plan including achievement of Level 3 key features, an Impact Needs Requirement Assessment (INRA) programme, monitoring of data and self assessment process. Equality e-learning training has been completed by all members of the service.

Equalities considerations underpin the corporate consultation framework and development of hard to reach strategies. Equalities issues are also considerations in appraisal, training and development, sickness absence and flexible working.

In 2008/09 The service will deliver Level 4 of the equalities standard and use monitoring data on usage, take up and satisfaction to inform service improvement. Staff development and involvement, including the annual appraisal process with six monthly reviews, are embedded into performance framework and a target of 100% appraisals has been achieved. Training and development actions have been identified and built into work programmes and senior managers are engaged in the Corporate Improvement Forum.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The service will further develop the performance management framework to incorporate emerging agendas (for example, value for money, LAA, CPA, efficiency, and equalities) into one coherent framework. The service will implement the revised national indicator set and associated monitoring and reporting requirements in line with the principles of the performance management framework. An annual report detailing performance in relation to the council and the partnerships priorities will be published. Performance clinics will be further developed to focus more attention on improvement across the dimensions of performance.

RESOURCES

PERFORMANCE IMPROVEMENT

The service will revise and publish the data quality strategy (linked to implementation of the performance management system and associated information flows which will improve data collection and quality) and implement performance management software.

The service ensures positive direction of travel for service based performance indicators. Targets have been set corporately to achieve 75% of performance targets and 75% of performance indicators achieved and improving.

There have been demonstrable improvements in sickness absence within the team. In 2007/08 a reduction was achieved and positive action on both long term and short term absence has been instigated. There continues to be a reduction in sickness absence in line with corporate target of 9 days.

The service provides effective input into key Corporate Improvement Projects including the Business Improvement Programme (BIP). Support is given to the following projects to support service redesign and focus efficient and effective customer focussed services including: Environmental Services; Environmental health; HR and Payroll; Adult Services; Children's Services; Freedom of Information, and Complaints, in addition to Planning, Scrutiny, Equalities and Parking.

The service supports the CPA Corporate Assessment and service assessment process by monitoring implementation of Corporate Assessment and other CPA related (e.g. Use of Resources) planning actions to ensure the council is fit for purpose. The service also ensures that the council and partners are able to meet Comprehensive Area Assessment (CAA) requirements through developing and embedding the performance management frameworks for supporting the CAA both within the council and across the Sunderland Partnership.

The service continues to embed efficiency and value for money through flexible working arrangements to achieve necessary efficiency savings and better value for money. Opportunities will continue to be reviewed to maximise efficiency savings through flexible working arrangements and other projects.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The service will develop an area focus to performance management arrangements linked to development of the Local Area Agreement (LAA) and Sunderland strategy action plans. Area breakdown for key outcome targets and performance information is being established linked to the revised national Indicator set. Draft area profiles at Area Regeneration Framework and Super Output Area level have been established where appropriate on which to build more focussed planning arrangements.

The service will strengthen the area focus in monitoring and reporting arrangements to Sunderland Partnership board, thematic groups and area committees on a quarterly basis to facilitate demonstrable improvements in deprivation levels through locally focussed planning and performance. Arrangements will be developed to support data sharing across the partnership

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP1	CPA Rating	4 Star Improving well	4 Star Improving well	4 Star Improving well	Yes	4 Star Improving well	4 star and improving
OP2A	Satisfaction with council running the city	62%	70%	62%	No. Broadly mirrors changes in satisfaction nationally. Residents are still more satisfied than nationally.	70%	70%

RESOURCES

PERFORMANCE IMPROVEMENT

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP2B	Satisfaction with quality of council services	64%	61%	58%	No. May be influenced by services not received, other external factors and dissatisfaction with areas the council is not responsible for. Ratings for individual services are very positive, with many showing significant rises.	63%	63%
OP3	% of residents who agree that the council asks their views	45%	45%	39%	No. Need to improve communication with residents about opportunities for consultation and results from consultations	47%	47%
OP4	% of residents who agree the council listens to their views	27%	30%	22%	No. Need to improve communication with residents about opportunities for consultation and results from consultations.	30%	30%
OP7	Number of BVPI qualifications	2	0	0	Yes	0	0

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement 2008/09	2009/10	2010/11	Outcomes	CIO/ SP	ET	Lead Officer
Corporate Service Improvement	Develop more localised service improvement framework, aligned to new Community Strategy and post CPA arrangements Develop and deliver a CAA Roadmap for the council and Sunderland Partnership	Ensure council is "fit" to respond to post CPA frameworks Deliver the CAA Roadmap	Respond to new Comprehensive area arrangements Deliver the CAA Roadmap	The reputation of Sunderland City Council and city is high performing, well regarded Delivering value for money through efficient and effective services	CIO3		HPI

RESOURCES

PERFORMANCE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Business Intelligence and Performance Management	Enhance electronic data collection through use of performance management software and data warehousing - development of functionality to minimise data transfer Implement the revised national indicator set and associated monitoring and reporting requirements for the council and partnership Measure the impact at area/ neighbourhood level of key actions and performance indicators in the LAA and Area Strategies	Proactive service design and improvement, using real-time data to help segment customer and take up data including area and local solutions	Performance data being actively used to inform service design and service improvement	Improved data collection and data quality Higher proportion of Performance Indicators in upper quartiles Ability to develop local solutions to local performance issues	CIO3		HPI
Consultation	Further tailor consultation approaches to increase involvement of local people in service design, delivery, measurement of service quality Strengthen role of Corporate Consultation Group and Consultation Database to provide intelligence on the specific needs and aspirations of the city's growing and increasingly diverse population	Proactive customer segmentation to enable smarter research and consultation processes	Creation of a performance framework that supports citizen involvement	Perception of council and Value for Money increased Actual service quality feedback improvement Wider range of local peoples' views sought listened to Improved access channels for engaging local people Improved usage of information - less duplication of effort	CIO1		HPI

RESOURCES

PERFORMANCE IMPROVEMENT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	550,893	614,311	616,946	Employees	629,791
2	1,264	1,000	1,000	Transport	1,000
3	103,480	38,559	38,374	Supplies and Services	38,336
4	6,953	0	0	Delegated Budget c/fwd	
	662,590	653,870	656,320		669,127
				Less Income	
5	15,825	0	0	Delegated Budget b/fwd	0
	646,765	653,870	656,320	**Delegated Budget**	669,127
				Non-Delegated Items	
6	73,405	85,738	85,738	Central Support Service Recharges	72,575
	73,405	85,738	85,738		72,575
7	720,170	739,608	739,608	Less Income	741,702
	(646,765)	(653,870)	(653,870)	**Non-Delegated Budget**	(669,127)
	0	0	2,450	**TOTAL BUDGET**	0
	15.2	17.0	17.0	**Total No. of Staff**	17.0

Responsible Budget Holder
Head of Corporate Policy and Performance Improvement

FURTHER INFORMATION
For further information about the service please see the Performance Improvement Team Service Plan / Performance Improvement Team Business Plan 2008 or contact Sarah Reed, Head of Policy and Performance Improvement, Tel: (0191) 553 1347, email: sarah.reed@sunderland.gov.uk.

RESOURCES

CORPORATE PERSONNEL

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to improve organisational performance by creating a culture where people feel valued and respected and which focuses on achievements, outcomes and development opportunities. To achieve this aim, the service:
- Leads the organisation on Human Resources (HR) issues and influences key decision-making processes
- Supports the building of skills and capacity within the workforce for change and modernisation by developing, advising and providing support on workforce development matters
- Leads and challenges the council to ensure proactive and fair treatment of the workforce and community on employment related issues
- Co-ordinates corporate workforce improvement projects including Investors in People and Flexible Working
- Develops, implements and provides advice and support on HR issues and policies e.g. Fair and Equitable Pay Structures
- Supports the health, safety and well-being of employees within the workplace.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The benefits of using ICT to improve service access and delivery are widely recognised. The new HR/Payroll system, which has been operational since December 2006, provides an improved information system, allowing improved access, employment monitoring, action planning, target setting and service delivery. Phase 2 of the implementation of the HR/Payroll system is identified as a key project in the Business Improvement Programme. The main focus of phase 2 includes the further population of HR information into the system.

The Service Transformation team works directly with front line services to provide advice and support, with the principles predicated on the idea that a high quality service will meet customer need and be efficient to run. Value to the customer will be reflected as a 'better' service, value to the provider by improved efficiency (ratio of inputs to outputs) and/or job enrichment. Customer requirements are at the heart of the design process - usability and accessibility through multiple channels/devices will be central to the transformation of services. Customer's needs may also cross boundaries between providers: existing silo-based delivery should be challenged with an emphasis on joining up services around the requirements of the customer rather than the organisational structure of the provider.

The Flexible Working Project concluded in March 2007. The home and mobile pilot tested a remote access solution, with the aim of improving business efficiency and service delivery whilst supporting employees' work life balance and diverse needs. As a result of the pilot, a Mobile and Homeworking Policy is being developed, with a toolkit designed to support managers in assessing the suitability of the option and setting out a procedure for implementation.

An e-recruitment project is currently in the planning stages. The aims of this project are to make the recruitment process accessible and user friendly for all potential applicants, improve the recruitment service for Directorates, improve data collection and monitoring and reduce costs.

Consultation on the accessibility and usefulness of employment policies and procedures concluded with the Employee Representative Groups - Equality and Diversity in July 2007. Many positive findings emerged such as the range of the policies, the flexibility they offer and clearly identified responsibilities. Improvements were identified which will be incorporated as policies are reviewed e.g. as a result of legislation or improvement needs. Recommendations include a simpler layout, simplified language and the development of manager and employee guides where this would be appropriate.

The biannual employee survey 2008 will focus upon employee well-being and stress. This differs from previous years, which focused more upon employee satisfaction. The information from this survey will be carefully considered, and improvement actions will be developed in conjunction with the Health and Safety Executive (HSE) Stress Audit planned for February.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
In recognition of the importance of equality and diversity across all council services, a key area is the continued development of a fair and equitable employment structure. The service is committed to supporting the council in achieving each level of the Equality Standard for Local Government (BVPI 2a) and provides the lead role in developing and co-ordinating the employment actions across the council. A key activity for 2007 was the development and launch of the E-Learning Equality and Diversity Training package.

Directorates are currently rolling this out to all employees. Employee representative groups for equality and diversity have been established to represent the six equality and diversity strands: age, gender, disability, race, religion or belief, and sexual orientation. These groups are made up of volunteer employees who would like to contribute to the council's equality agenda, with particular focus upon their equality strand. The service has also worked with directorates to develop and implement a Corporate Workforce Diversity Plan, which sets out the actions the council will take to achieve the equality and diversity objectives and targets set to improve and support a diverse workforce.

The service co-ordinates the Sunderland Leadership Programme, which is the Corporate Management Development Programme. This programme is specifically designed to meet the needs of managers and support the One Council approach. The procurement exercise for the Sunderland Leadership Programme was completed in 2007. New College Durham is delivering the programme to the 49 participants who started in September.

In April 2007, the council was awarded the North East Charter for Elected Member Development by the North East Regional Employers. Evidence was provided by way of written submission and council documents which were assessed against set criteria within the following areas:
▪ Showing commitment to Member Development
▪ Providing a strategic approach to Member Development
▪ Ensuring a member learning and development plan is in place
▪ Learning and development is effective in building capacity
▪ Demonstrating that Elected Member development promotes work life balance and citizenship.

Work is ongoing to ensure that the council has a fair and equality proofed pay and grading system. Work during 2007 included Phase 1 appeals and the production and circulation of "Managers Guidance". Progress on Phase 2 remains stalled, due to lack of agreement with the Trade Unions on a methodology for carrying out a pay and grading review for this section of the workforce. This is primarily due to litigation involving the Green Book Trade Unions, and its effect on the negotiating environment. This will be an ongoing action, with the council's Executive Management Team to keep the council's approach to Phase 2 under review.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Transformational HR activity is an "invest to save" agenda. Its focus is on reducing cost whilst impacting positively on the delivery of front line services. An example of this is the continuing work to reduce sickness absence, with the implementation of an agreed action plan. There are many actions which are being implemented, in close consultation with the Trade Unions for example the revision of the Attendance Management Policy, the development of a leave of absence policy, improvements to the case conference approach and improved training and communication. The Employee Well-being and Stress Survey will further contribute to this work, with improvement actions to be incorporated into the Attendance Management Action Plan. Continued actions to improve attendance management will generate significant savings to the council in employee resource, which could be realised or redeployed. In addition there are less quantifiable benefits of improved staff morale/motivation, improved organisational reputation, reduced vulnerability to employee liability claims, reduced stress and reduced demand on management resource.

The introduction of flexible working arrangements including mobile and home working and the Smarter Working Project will result in efficiency savings across the council. The aim of the Smarter Working Project is to ensure that council buildings and accommodation are being used effectively i.e. utilizing existing space effectively and releasing properties where possible.

The 5-year Corporate Workforce Development Plan was launched in March 2005. Improvements have been identified, to reflect changes within the council. Responsibility has been allocated and changes will be progressed over the coming year. The service has also been working closely with the Children's Services directorate in the continued development of their workforce development planning.

The Corporate Health and Safety Team is working with managers to implement a robust health and safety management system. Employees are being engaged in the risk identification and control systems, trained in working safely with the aim of developing a safety culture where everyone understands and accepts responsibility for their own and other people's safety in the workplace. This ultimately reduces work related accidents and ill health conditions, and also, importantly, near miss events, which often results in property damage. This work leads to efficiency savings.

RESOURCES

CORPORATE PERSONNEL

The 2008/09 budget includes additional investment of £34,000 in the Health and Safety section to further enhance the service in this priority area.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Corporate Personnel is primarily an internal council service. The service works internally and externally with directorates and partners where this would be advantageous in delivering key agenda items e.g. the service links both internally with Children's Services and externally with Gentoo, to support the Pupils First Junior Intermediate Labour Market Work Placement Programme. Other examples of partnership working includes sharing practice and learning with other authorities and organisations and also delivering strands of council projects with a workforce focus e.g. the 50+ Wellbeing Strategy. The project is delivered by the Community and Cultural Services directorate for the community, the scope of the project is to be defined to include delivery to the council's workforce, many of whom are residents of Sunderland. Furthermore the service is part of the Northern Sickness Benchmarking Group, under which councils from across the Northern Region are focusing on understanding the reasons for absence and improving attendance.

In 2007 the Corporate Health and Safety Team acted as the lead health and safety adviser to the North East Centre of Excellence in the Procurement Document Harmonization Exercise. This resulted in the development on a single pre-qualification questionnaire to be used throughout the North East.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Implement and monitor the violence at work policy	**R.25** Prioritise work with Culture and Tourism, Environmental Services, and Children's Services to develop strategies to reduce violent or aggressive behaviour from members of the public/customers. Ensure dealing with violent behaviour forms part of induction/training for new members of staff	Complete	Violence at work policy completed. Directorate risk assessments specify procedures to be followed at local level to minimise risk of violence and aggression from mop, pupils and customers	Work ongoing to develop a corporate system for exchanging information on potentially violent person, and also high risk lone worker alert systems

RESOURCES

CORPORATE PERSONNEL

PERFORMANCE INDICATORS

Note: Forthcoming changes to BVPIs. Entered as local performance indicators. Further discussions to be held to determine local performance indicators.

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 11a	Percentage of top-paid 5% of local authority staff who are women	38.2%	39.5%	38.34%	No. The 2006/07 outturn was an improvement from the previous year, however the target was not achieved. This was due to limited turnover in senior posts providing opportunities for recruitment.	41%	42.5%
BVPI 11b	Percentage of the top 5% of local authority staff who are from an ethnic minority	0.74%	1.1%	0.7%	No. Although the actual number of ethnic minority employees has remained the same limited turnover and a slight increase in overall employee numbers has resulted in a slight decrease in the out turn compared to last year.	1.5%	1.9%
BVPI 11c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	2.29%	2.5%	2.78%	Yes	2.8%	3%
BVPI 12	The number of working days/shifts lost to the local authority due to sickness absence	11.87 days	11.2 days	12.25 days	No. Slight increase in sickness absence figures overall potentially as a result of improved collection of the data as well as increase in levels of absence.	10.2 days	9.6 days
BVPI 14	Percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.41%	0.15%	1.66%	No. The variance is caused by a modernisation process undertaken by Adult Services which saw them offer a large number of employees early retirement.	0.12%	0.1%
BVPI 15	Percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	0.17%	0.16%	0.16%	Yes	0.15%	0.14%

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CORPORATE PERSONNEL

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 16a	Percentage of local authority employees with a disability	2.3%	2.6%	2.08%	No. Because there are a small number of employees who consider themselves disabled any small increase or decrease in this number will have a large impact on the year on year variance.	2.9%	3.2%
BVPI 16b	Percentage of the economically active population in the local authority area who have a disability	21.18%	21.18%	21.18%	Yes	21.18%	21.18%
BVPI 17a	The percentage of local authority employees from ethnic minority communities	0.9%	1.3%	0.9%	No. A numerator of 150 needed to be established, based on the current denominator, in order to meet the current target. This has proven to be over ambitious.	1.5%	1.8%
BVPI 17b	Percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area	1.9%	1.9%	1.9%	Yes	Deleted after 2006/07	

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continue to develop a fair and equitable employment structure in line with the HR Strategy	Equal Pay Audit. Pay and Grading Review Phase 2.	Pay and Grading Review Phase 2.	Project completed	Employees appropriately rewarded for their work in a fair and consistent way	SP1 SP8	1 1	CHP CHP
	Action Plan and implement to achieve Equality Standard for Local Government (ESLG) Level 4. Sunderland Leadership Programme; Skills 4 Life activity in all BIP Projects	Action Plan and implement to achieve ESLG Level 5. Sunderland Leadership Programme; Skills 4 Life activity in all BIP Projects	Implement ESLG Level 5 action plan and continue to monitor for improvement needs	Increase in the number of women and minority ethnic employees in the top 5% of the workforce. Achievement of local performance indicators. A highly motivated and skilled workforce.	SP1	1	CHP

RESOURCES

CORPORATE PERSONNEL

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve attendance at work and comply with the Health and Safety Executive (HSE) Stress Management Standards (SMS).	Respond to the outcomes of the HSE Audit of SMS in Feb 2008. Commission and undertake biannual employee survey, analyse results, implement necessary interventions	Continue to implement necessary interventions.	Commission and undertake biannual employee survey, analyse results, implement necessary interventions.	Improved attendance levels comparable with peers; no enforcement action by the HSE; improved employee satisfaction levels. Achievement of local performance indicators.	SP2	2	CHP
Support the implementation of the new HR/Payroll IT system, which is a Project under the Business Improvement Programme.	Implement the Phase 2 aspects of the SAP HR/Payroll system. Review the structure and organisation of the HR function for the whole council and agree new structure.	Fully implement the new structure for the HR function.	Project completed	Employee Self Service and Manager Self Service on SAP to provide comprehensive accurate workforce data to inform improvements and target setting.	CI01		CHP

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CORPORATE PERSONNEL

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	2,790,291	2,343,329	2,727,099	Employees	2,337,519
2	26,158	24,937	24,959	Premises	24,937
3	10,202	10,402	10,402	Transport	10,402
4	347,680	167,516	172,633	Supplies and Services	167,286
	3,174,331	2,546,184	2,935,093		2,540,144
				Less Income	
5	802,679	860,171	860,171	Income	743,585
6	0	53,730	53,730	Delegated Budget b/fwd	55,074
	802,679	913,901	913,901		798,659
	2,371,652	1,632,283	2,021,192	**Delegated Budget**	1,741,485
				Non-Delegated Items	
7	269,454	263,666	263,666	Central Support Service Recharges	253,078
8	71,844	71,844	213,845	Capital Charges	213,846
	341,298	335,510	477,511		466,924
9	1,846,182	1,967,793	1,967,793	Less Income	2,208,409
	(1,504,884)	(1,632,283)	(1,490,282)	**Non-Delegated Budget**	(1,741,485)
	866,768	0	530,910	**TOTAL BUDGET**	0
	72.5	63.0	72.9	**Total No. of Staff**	60.1

Responsible Budget Holder
Head of Corporate Personnel

FURTHER INFORMATION
For further information about the service please see the HR Strategy and the Personnel Performance Plan or contact Sue Stanhope, Corporate Head of Personnel, Tel: (0191) 553 1722.

RESOURCES

CORPORATE ICT

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to provide information and communications technology services across the organisation, which supports the achievement of service objectives for all of our customers. To achieve this aim, the service:
- Transforms service delivery and working practices to better meet people's needs and aspirations
- Will continue to provide efficient and effective ICT solutions to help the authority achieve its objectives
- Will develop and publicise across the council common standards for all aspects of ICT
- Will deliver ICT services objectively, and in accordance with the highest professional standards and maintaining a culture of continuous improvement
- Develops joined-up solutions with partners
- Strengthens links with partners through transformational change and continued participation in partnership working initiatives in the city, region and nationally
- Ensures efficient operation of a comprehensive voice, associated data lines network and devices (telephones, mobiles, Personal Delivery Assistants, 3G cards, etc).

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Further enrichment of the role of Key Account Manager (business relationship liaison officers who work with each council directorate to help identify ICT Service needs) will be accomplished by embracing ITIL principles through the best practice of improving the quality of the supported and evolving services whilst maintaining and/or improving the value the service delivers to the council.

The service compares favourably to other councils due to receipt of external awards and the securing of competitive funding regimes (including Digital Challenge in March 2007 and the leading international recognition of the Smartcard and Identity Management projects, which have been recognised by Sun Java Technology and Department for Children, Schools and Families (DCSF)). These technologies are being used to benefit the University of Sunderland with campus facilities cards, and are about to be used for Northumbria Police Warrant Cards and Tyne and Wear Fire and Rescue staff identity cards.

The service will lead a national pilot regarding the deployment of Youth Opportunity Cards in an Empowering Young People project commissioned by DCSF. It will test the hypothesis that disadvantaged young people across the city will participate in positive activities if they have financial support.

The Information Security Manager and the Quality and Process Manager manage the service's Self Audit Findings and British Standards Institution actions to contribute towards the continual improvement of the ICT Services Information Security Management System maintenance and expansion, as well as providing best practice service delivery and support.

The Society of Information Technology Management (SOCITM) ratings for ICT Customer Service are above average. The service had improved on all of the 18 key suggested outcomes from April 2005 and the service average rose from 4.33 [April 2007 - Average] to 4.74 [April 2007 - Above Average] (where an overall 5 and above are recognised as an excellent rating). The service is about to embark on a two-year project programme to introduce IT Infrastructure Library (ITIL) Standard best industry practice for processes not yet in place and processes that fall short of industry standards. This programme will include appropriate training for the service in ITIL Foundation level, and Practitioner Role level for relevant officers.

All comments, complaints and compliments are passed to the Quality and Process Manager, registered and followed up under the service's Customer Feedback Process.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
A number of members of the service are about to participate in the council's development programme (two at each of the levels 2, 3 and 4).

All projects involving ICT are closely considered in the planning stage to establish if any additional specific ICT Training is necessary. This is designed to address any shortfall in the collective team skill set that may arise from adopting platforms and/or technologies in which the service currently lacks experience.

The service is encouraging wider cross community communications by expanding the existing communities of interest to help transform the lives of disadvantaged or disengaged citizens. This is now being accelerated and broadened with the success of the city's Digital Challenge programme.

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CORPORATE ICT

The service contributes across all of the council's service areas with the continued and improved future use of effective ICT. This will be accomplished through better business understanding, continued risk management and by bringing new opportune ideas successfully into council practice.

Via the Quality and Process Manager, the service works towards the achievement of Level 3 of the Equality Standard, and then subsequently Level 4. Some of the specific measures will be for (i) Digital Challenge consultations and e-neighbourhoods programme consultations to be included on the Corporate Communications Database and (ii) to ensure early production of INRAs for Digital Challenge Programme.

The service communicates to council middle managers the need for them to assess the training needs of their staff to provide appropriate training in the use of the ICT software required for them to do their work and seeks to promote internal ICT training to address the gaps. Survey results indicate that users are happy with the ICT training that they receive but also indicate that they belief they require more.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

At the service's request, in April 2007 the Audit Commission provided a report on the council's strengths and weaknesses in terms of ICT service delivery and support. The service was viewed as "mature" in terms of meeting service requirements but organisational changes and the adoption of best practice standards were identified in order for the service to excel. The necessary changes will be made by adopting the internationally recognised best practice from the IT Infrastructure Library (ITIL) standards. The project for this work has started and should improve effectiveness within the existing budget.

The council's Desktop Software Licenses have been audited. The service is currently implementing an automated desktop software management and release system that will control and report all desktop, server software assets and security updates.

The service was the first metropolitan authority and, at the time, only the fourth council in the country to achieve BS ISO/IEC 27001- International Standard for Information Security Management System for ICT Moorside. This was achieved in February 2005 with successful regular half yearly audits since.

The service provides Business Continuity Management support for the corporate ICT systems it is responsible for and is currently establishing the ICT Service Continuity Management requirements for business service areas, in each directorate by agreement with EMT, that need to be provided for their Business Continuity. This will be used to feed into a tendering exercise in 2008 for a new Disaster Recovery contract for the underpinning ICT Systems.

As part of the adoption of ICT Service Management Best Practice the service intends to provide and publish Systems Serviceability and Incident response and resolution statistics on a monthly basis. This will commence during 2008/09 in line with project plans and the acquisition of an ITIL compliant ICT Service Management System.

All future desktop software (and potentially Microsoft Server software) will be deployed via an automated software release system. This will be integrated with the ITIL compliant ICT Service Management Systems Toolset to manage all of the council's ICT infrastructure/systems and changes to it. Once this is in place the service will be able to apply for Federation Against Software Theft Gold accreditation to transparently demonstrate that it's licensing control is legal. Implementation of a secure Remote Access System allows access to systems for use by home-workers and mobile-workers. This will lead to potential savings being generated from the release of council buildings assets.

The service provides very high levels of network and service provision to the council with very good first point of contact incident resolution. The unit has, in conjunction with Corporate Procurement, established several call-off contracts to ensure best value unit costs for regular purchases of PCs and ICT Infrastructure items. Additionally, some staff salaries are supported by partners in other agencies and Government funded projects (i.e., Digital Challenge (Communities and Local Government) and Empowering Young People (DCSF)).

The council has recently invested in replacing ageing analogue telecommunications with the latest Voice Over Internet Protocol (VOIP) telephony and digital technologies in order to realise efficiencies from reduced line rentals and also improve the quality of communications.

In 2007/08, the service has realised efficiencies through a range of measures, including reductions to computer hardware expenditure, minor staffing restructures, additional income from hiring facilities at the Moorside Service Centre and reductions in general overheads.

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CORPORATE ICT

The 2008/09 budget has been set taking account of £32,000 of efficiencies relating to the maximisation of income generating opportunities.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service contributes to improving Sunderland's image by continuing to enhance the city's image as a technically advanced place and leading the way with projects such as Digital Challenge and Smartcards.

The council is also recognised as having the highest level of ranking for Internet site functionality, recognised and as published by SOCITM since 2003. All services are accessible electronically and/or supported by technology in line with the Implementing e-Government strategy.

The Corporate Head of ICT sits on the board of the partnership with Washington DC, of which ICT is one of the major themes.

The service has provided significant support for the Software City initiative by working with partners including the University of Sunderland, the Business and Innovation Centre and One North East to attract inward business investment to bring employment to the city for new IT and software development industries.

The service continues to contribute to the corporate maintaining the council's Internet and Intranet sites in the corporate style.

The service proactively works with agencies and business throughout the local area to establish effective and efficient partnership working the best interests of the city, citizens, the council, and the region (i.e. providing Data Centre facilities and Accommodation to Northern Gas Network, working with SOCITM regionally).

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 157	Percentage of transactions which are accessible electronically or supported by technology	100%	100%	100%	Yes	100%	100%
CPA	Network and Voice over Internet Protocol (VOIP) Project	n/a	£24,000 per annum savings	Nil	Due to delay in project start the line rentals savings commenced in April 2007	£104,000 per annum savings	£128,000 per annum savings
ISMS	Maintain and improve ICT Unit BS ISO/IEC 27001 Information Security Management System Certification. To retain certification and expand number of controls until fully implemented	Certified with 53 out of 133 Controls in place	70 out of 133 Controls in place and audited	72 out of 133 Controls in place and audited	Yes and all interim audits passed	Pass 6 monthly audits and expand to 90 controls	Pass audits and expand to 100 controls if appropriate

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CORPORATE ICT

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
SOCITMB	The Service does not currently report against any internally set performance indicators. However 2 customer surveys and 2 benchmarking exercises have been conducted, both independently run externally through the	Established 10 Std SOCITM KPI's	n/a	n/a	Yes in so much as we improved overall KPI's but had no specific measurement targeted then other than to ramp up from the first survey	Improved in 4 out of 10	
SOCITMC	Public Sectors Society of IT Management (SOCITM). These provided an accurate assessment of service provision, enabling areas requiring improvement to be identified, as well as current good practice. We alternate the use of these over a 2 year cycle as arranged by SOCITM. The baselines have allowed us to set smart targets for 2007/08 and beyond.	n/a	4.5 plus (as 2004/05 was 4.33 - the then average)	4.74 (now above average)	Yes	n/a	5.0 plus (being Very Good / Excellent)
Telecommunications Fault Repair							
TF1	Cleared < 24 hours	95.27%	92.5%	92.0%	Effectively yes as during VoIP migration activity	95.0%	97.0%
TF2	Cleared between 1 - 3 days	4.55%	7.00%	7.0%	Yes	4.50%	2.75%
TF3	Cleared > 3 Days	0.18%	0.50%	1.0%	Effectively yes and during VoIP migration activity	0.50%	0.25%
Telecommunications Provision/Moves/Changes - Supplied Lead Times							
TP1	Achieved Targets	95.00%	98.0%	98.0%	Yes	98.0%	99.0%
TP2	Failed to meet Targets	5.00%	2.00%	2.00%	Yes	2.00%	1.00%
TP3	Upgrade Required	0.00%	0.00%	0.00%	Yes	0.00%	0.00%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement ICT Service Management Excellence, through a significant programme of best practice and the inclusion of other service measures in response to Customer Feedback.	Introduce best practice processes for ICT service support and delivery across the council focusing on new processes	Introduce best practice processes for ICT service support and delivery across the council focusing on improving of the improved service	Improve further through a programme of continual service Improvement	ICT Service Management compliance providing best practice service delivery and support for: - Improved performance indication from independent assessors - Transparent accurate service level reporting - Clear cost of ownership - Each part of the council working with ICT on level terms	CIO2 CIO3 All SPs	All	CHICT/ Q&PM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
				- Improved match with business use of available technologies - Improved ICT asset management - ICT service relationships, within the council to become more closely aligned with evolving business services.			
Improve desktop service provision to the same standard as the network and server infrastructures	Bed in the PC auditing, software release, remote control software and the standard desktop hardware and software Ensure that the desktop adheres to policy and that that the definitive software license state is managed via a controlled release process	Project Complete - ensure that the desktop policy is maintained		Faster problem resolution: - More robust PCs leading to less faults - Improved security through automatic software updates - Better service through quicker remote control support - Little or no overall cost increase	CIO1 CIO3 All SPs	All	CHICT
Further improvement and building of e-Neighbourhoods and improved promotion of social inclusion reflecting local needs	Improve access and availability to beneficiaries through the deployment of 14 new services, including: - Smart Sunderland - Flash Meeting - Hexagon - Health information point and automated hospital check-in Health e-Assistive technology - Transport alert - Sun-TV - Equipment loan scheme	Project complete - services delivered	Ensure services are maintained	Improved community working Resident provided with improved access to services (with an emphasis on Children, Working Age, Pension Age, People with Care and Hard to Reach themes providing: - Increased income at working age for children - Reduction in unemployment - Increased skills and knowledge on leaving school - Improved Health - Increased income for working ages - Increased skills and knowledge for working age	CIO1 CIO3 CIO4 SP1 SP2 SP4 SP5 SP6 SP8	2 3 4 5	DCPM

RESOURCES

CORPORATE ICT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	4,663,267	4,190,338	4,229,777	Employees	4,267,751
2	555,175	568,001	515,457	Premises	500,597
3	74,563	38,627	38,627	Transport	26,627
4	2,601,415	1,443,787	1,383,664	Supplies and Services	1,390,068
5	159,097	0	0	Delegated Budget c/fwd	
	8,053,517	6,240,753	6,167,525		6,185,043
				Less Income	
6	2,236,547	589,250	589,250	Income	623,086
7	123,668	0	0	Delegated Budget b/fwd	0
8	49,893	59,057	42,054	Contribution from trading services	88,386
	2,410,108	648,307	631,304		711,472
	5,643,409	5,592,446	5,536,221	**Delegated Budget**	5,473,571
				Non-Delegated Items	
9	358,497	355,477	355,477	Central Support Service Recharges	360,207
10	62,241	34,815	34,815	Repairs and Renewals	37,555
11	331,928	203,708	299,700	Asset Charges	289,639
	752,666	594,000	689,992		687,401
12	6,303,774	6,245,503	6,245,503	Less Income	6,249,358
	(5,551,108)	(5,651,503)	(5,555,511)	**Non-Delegated Budget**	(5,561,957)
	92,301	(59,057)	(19,290)	**TOTAL BUDGET**	(88,386)
	130.8	117.5	118.5	**Total No. of Staff**	122.3

Responsible Budget Holder
Corporate Head of ICT

FURTHER INFORMATION
For further information about the service please see the Office of the Chief Executive Service Plan 2008/09 or contact Steve Williams, Corporate Head of ICT, Tel: (0191) 561 4201, email: steve.williams@sunderland.gov.uk.

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SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide Accountancy, Exchequer (Payroll, Payments and Pensions), Income, Internal Audit, Corporate Procurement, Risk Management and Insurance services, which support the council's role in achieving the Vision for Sunderland and ensure that the financial affairs of the council are properly administered. Many of these services are also provided to external bodies including Tyne and Wear Fire and Rescue Authority, Beamish Museum, TWEDCo, and Bowes Railway. Support Services are also provided to the Corporate Services Directorate including the Chief Executive's Office.

To achieve this aim, the services:
▪ Maximise the availability of financial resources to the council and ensures effective systems are in place to secure best value for money
▪ Review continuously, and develops services, to meet customer needs, particularly in terms of e-enabling services and delivering Best Value
▪ Develop and maintain corporate financial and procurement standards and procedures
▪ Ensures there is effective co-ordination and integration of resource, strategic and service planning systems
▪ Protect and safeguard the council's assets and demonstrates the council's financial stewardship in accordance with accepted accounting, procurement and risk management practices
▪ Take appropriate anti-fraud measures to protect the assets of the council
▪ Assist management in delivering the objectives of the council and the Sunderland Strategy through assessing exposure to risk and recommending actions, which manage and mitigate risk, including effecting practical improvements to the internal control environment
▪ Anticipate and respond to external changes, such as legislation, and takes appropriate action.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Department is seeking to enhance customer service delivery through development of electronic payment mechanisms which will improve access to services through the use of smarter transactional processing. In addition the development of e-invoicing arrangements will enable suppliers to interact electronically in relation to the payment for goods and services.

Corporate Procurement is working in partnership with local suppliers to raise awareness of contracting opportunities.

The Department actively seeks to improve access to services through the use of ICT. Examples include:
▪ The E-payments project will reduce transactional costs through reduction in traditional payment methods and open up access channels to the public
▪ The implementation of Business Warehouse will provide enhanced reporting functionality enabling improved decision making
▪ The Human Resource Management and Payroll project has produced efficiencies through process redesign.

To ensure customers views help to shape services the City Treasurer's Department carries out surveys for example the Internal Audit Service issues Post Audit Questionnaires. The results for 2006/07 based on 58 returns was an average score of 1.2 (where 1=Good and 4=Poor).

To ensure the views of the local community are taken into account in the allocation of council resources, there has been further development of the budget consultation process for the 2008/09 budget. This has involved undertaking workshop forums with members of the Citizens Panel in a number of locations throughout the city thereby improving opportunities for community participation.

The service has sought to maintain or improve service assessments, for example
▪ Latest Audit Commission Review for 2006/07 found that the Internal Audit Service met the requirements of the CIPFA Code of Practice for Internal Audit in Local Government. The Audit Commission annually reviews the Internal Audit Service (IAS). The recommendations of the Audit Commission's previous report have been included in the service business plan. Areas for improvement included developing the approach to counter fraud issues.

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- The City Treasurer leads on the preparation of the CPA Use of Resources submission. The CPA 2007 Use of Resources Auditors Judgement awarded a score of 4 out of 4 for Use of Resources. Within that judgement the following scores were awarded:
  - Financial Reporting   - a score of 3 out of 4 in 2007 (3 out of for 4 in 2006)
  - Financial Management   - a score of 4 out of 4 in 2007 (3 out of for 4 in 2006)
  - Financial Standing   - a score of 4 out of 4 in 2007 (4 out of for 4 in 2006)
  - Internal Control   - a score of 4 out of 4 in 2007 (4 out of for 4 in 2006)
  - Value for Money   - a score of 3 out of 4 in 2007 (3 out of for 4 in 2006)
  - Within these scores 8 out of 11 component elements are rated at level 4 (3 out of 11 in 2006)

The scores reflect the significant efforts made by the Department and across the council to drive improvement in managing the councils resources. Work will continue to seek to ensure ongoing improvement.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The Service has a structured programme for developing staff and management capacity including:
- A rolling programme of nominated officers for attendance on Sunderland Leadership Programme
- Staff in all professional areas - accountancy, internal audit, corporate procurement, insurance, risk management etc - supported through initial and continuing professional development to meet business needs
- All Corporate Procurement staff are either already qualified via Chartered Institute of Purchasing and Supply or NVQ in procurement level 3, 4, or are currently working towards an NVQ level 4
- Risk Management and Insurance Services provide tailored risk management training sessions for members and officers.

Competencies of all staff are reviewed through the Corporate Staff Appraisal process. In Internal Audit, in addition to the corporate appraisal documentation, a matrix of competencies for each grade is completed for all staff and is reviewed during formal one to ones.

The Service is contributing to achieving Equality Standards by:
- Ensuring the procurement process itself is fair and inclusive. e.g. by including procurement within the Compact with the voluntary, community and social enterprise sectors
- Including appropriate equality clauses in contracts and in relevant Procurement Codes of Practice
- Carrying out INRAs for current contracts
- Ensuring potential suppliers and contractors are aware of the council's Diversity and Equalities policy through the tender process and comply with any requirements if successful.

The City Treasurers Department has undertaken the following actions to ensure that it was able to support the council in its reassessment to the Investors in People Standard carried out October 2007:
- Implementation of the Corporate Appraisal Scheme
- Reviewed appraisals carried out to ensure all staff have had at least one appraisal in the past 12 months
- Reviewed training carried out during 2006/07, both in financial terms and assessing contributions made to key objectives and Business Plan targets
- Enrolled staff on the Sunderland Leadership Programme and developed a Departmental long-term plan to ensure all Managers / Supervisors are scheduled to attend in the next 3-5 years.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The City Treasurer's Department takes the leading role in preparing the council's response to VfM requirements for the CPA Use of Resources requirements, working closely with the Performance Improvement Team in the Office of the Chief Executive and Directorates. An action plan is being prepared in readiness for the changes to the Use of Resources under the new Comprehensive Area Assessment, planned to be introduced in 2009.

Key Lines of Enquiry (KLOE) for each of the five themes of the Use of Resources block - financial reporting, financial management, financial standing, internal control and value for money - have been addressed and evidenced, and where appropriate actions implemented. The Audit Commission has awarded a maximum overall score of 4 out of 4 for the 2007 assessment (further detail set out at CIO 1 above).

In preparation for the 2007 Use of Resources VfM assessment, a VfM self-assessment was produced and approved by Cabinet in July 2007 for submission to the Audit Commission. This was also subjected to scrutiny by the council's Review Committees with areas of comparative high spend identified for service review.

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The department seeks to improve performance on a continuous basis. For example:
- In order to build upon the continued year on year improvement in performance in respect of BVPI8 (percentage of invoices processed within 30 days of receipt), a detailed improvement strategy has been developed and implemented during 2007 in order to assist with achieving top quartile performance
- Sickness absence is proactively managed with line mangers receiving briefing and training. The sickness statistics are reviewed monthly.

The service plays a key role in monitoring the achievement of the Capital Strategy including through assistance in undertaking project appraisal, identification and advice on funding arrangements, preparation of the capital programme and monitoring / reporting the capital programme through the review process.

The Risk Management and Insurance service provides the lead in risk management with the aim of embedding this management technique throughout the council. This includes developing and implementing the council's strategy and policy; production and review of the Corporate Risk Profile; providing advice, guidance, training and support throughout the council and assisting in the production of Risk Registers for Partnerships and major projects.

A number of positive measures of VfM have been recorded in comparison with other authorities. Financial services benchmarks a number of services through CIPFA benchmarking clubs which show:
- The cost of the Accountancy service for 2007 per £'000 of gross revenue turnover is £4.43, which is less than our nearest neighbours average of £4.50
- Cashiers average transactions cost in 2007 was £0.63, which is less than our nearest neighbours average of £0.87
- Cost per debtor invoice processed in 2007 was £5.35, compared with an average of £7.20 for our nearest neighbours
- The council secures payment of 93% of the number of debts and 99% of value of debts within three months which compares favourably with an average of 87% of the number and 94% of the value of debts for our nearest neighbours
- Costs per creditor invoice processed are £1.84 compared with an average of £2.06 for our nearest neighbours. Efficient methods of payment are utilised wherever possible with 79% of creditor payments being made by BACS compared with an average of 72% for our nearest neighbours, and 69% of all remittance advices being issued electronically compared with an average of 39% for our nearest neighbours.

A number of investments have been or are being made to improve service delivery and enable efficiency savings to be achieved, including:
- Investment in the FMS system (SAP) has resulted in a real time financial information system with associated budget management benefits leading to better decision making
- Implementation of the SAP SRM EB and Business Warehouse modules will lead to improvements to BVPI 8 (payment of invoices within 30 days), cost savings and process efficiencies through the use of electronic processes and improved reporting functionality.
- Audit automation software has been introduced in Internal Audit with expected efficiency savings of approximately 125 audit days per annum.
- Investment in the new Human Resource Management and Payroll system and the centralisation of Directorate Payroll and Human Resource administration staff in the 'Shared Service Centre' has enabled substantial re-engineering of processes to provide efficiencies in the longer term.

The council has a strong track record of demonstrating the achievement of efficiency savings across the whole range of its services, and the Department plays a leading role in managing and monitoring the achievement of efficiency savings in relation to the Governments efficiency agenda. This will be further developed to enable a positive response to the efficiency requirements set out in the CSR07 for the period 2008/09 to 2010/11.

The budget for 2008/09 has been set taking account of efficiency savings arising from:
- A review of staffing arrangements (£79,000)
- Greater use of electronic payment methods to reduce transactional costs (£8,000).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The City Treasurer's Department will continue to provide support to maintain and develop a strong Sunderland Partnership. The service provides financial management support in seeking to ensure that the priorities in LPSA2 and the LAA are resourced and that the financial aspects of performance are monitored. The service will continue to support the financial management arrangements of the new LAA for 2008.

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Cabinet receive an annual report from the Deputy Chief Executive and the City Treasurer on significant partnerships showing key information - partners, purpose, aims/objectives, governance, expected outputs and outcomes, monitoring and evaluation, financial performance, added value, and major risks. A Partnerships Register is maintained along with a Code of Practice on Partnerships, which is designed to ensure a consistent and corporate approach is taken to identify and manage the many issues around this area of working to support the achievement of successful outcomes. A commentary is provided on the financial performance of significant partnerships in the revenue budget quarterly review reports to Cabinet with links, where relevant, to performance information.

The City Treasurer's Department will continue to provide support and will work with partner agencies to maximise the effectiveness of service delivery through partnership arrangements and the use of resources.

The City Treasurer's Department seeks to ensure improvement to the city's image through:
▪ Adopting the principles of the image strategy in all publications
▪ Undertaking consultation with representatives of the Citizens Panel for the purpose of informing budget setting and the content of the annual report
▪ Ensuring good practise is recognised through external evaluation, for example during 2007 the Cashiers service successfully passed the annual review of the Charter Mark accreditation.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Budget preparation and control	**R.9** Establish cost centres that can provide an accurate measure of mainstream direct contributions to the S17 agenda (to be undertaken as an annual exercise)	Collation of S17 related costs has been incorporated into the annual Final Accounts arrangements.	To further embed the process of collection of financial information on mainstream budgets and costs of S17 and to continue to improve on the identification of S17 related budgets and expenditure	Improved accuracy of financial information gathered

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Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
	R.26 Work is commissioned in conjunction with the Safer Communities team for the development of a cost effectiveness framework to inform service decisions about upstream investment in prevention, to save the downstream costs of responding to crime, anti-social behaviour, environmental crimes and substance misuse	S17 requirements included in financial planning processes as follows: - Medium Term Financial Strategy (MTFS) 2007-8 to 20010-11 refers to linkages to S17 - MTFS guidance notes require reference to S17 linkages - Capital Appraisal Guidance Notes amended to include reference to S17 linkages - Cabinet report template has section on crime and disorder impact which is taken into account when requests for new investment are being considered.	Review documentation to ensure it continues to be fit for purpose	Continued consideration of S17 in all resource allocation processes

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
L1	Achievement of Closure of Accounts to timetable for financial year	June 2006	June 2007	June 2007	Yes	June 2008	June 2009
L2	Delivery of agreed Internal Audit Plan	100%	100%	110.9%	Yes	100%	100%
BVPI 8	Payment of Invoices	92.78%	100%	94.53%	Continued improvement demonstrated, target revised to upper quartile performance for all authorities and improvement strategy implemented to assist with achieving target	96.75%	97.00%
L3	Treasury Management - net borrowing (long term) rate of return on investments (7 day rate)	4.38% 4.75%	4.50% 4.50%	3.70% 4.85%	Yes Yes	4.75% 4.75%	4.60% 5.00%

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FINANCIAL SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continuing to modernise transactional services and financial management reporting facilities							
- E-enabling of ordering and payment processes through SAP including through the implementation of the Supplier Relationship Management (SRM)	Development of web based ordering and e-invoicing	Further development of web based ordering and e-invoicing and evaluation of benefits realised	Continued promotion of e- enabled payment processes / payment channels and realisation of benefits	Improved Use of Resources, Improved management information, improved customer satisfaction, improved BVPI 8 performance, improved income collection rates	C101 CIO3		ACT (A)
	Development of Business Warehouse	Implementation of Business Warehouse			CIO3		HoCP
-E enabling payments processes	Promotion of e-enabled payment processes / payment channels	Further development and expansion of e-enabled payment processes / payment channels			CIO1 CIO3		ACT (A)
- Implementation of e-commerce strategy actions including e-Market Place	Introduction of the Market Place to replace the goods procured direct from City Stores	Planned categories of spend to be moved to the market place (Phase 1) and evaluation of benefits realised	Planned categories of spend to be moved to the market place (Phase 2) and evaluation of benefits realised	Improved procurement resulting in cashable savings and improved value for money	CIO3		HoCP
Ensuring ongoing future investments in technology yield expected improvement to the efficiency and effectiveness of services		Assist in the implementation of HR and Payroll system Phase II	Realisation of benefits	Improved efficiency and effectiveness of service	CIO3		ACT (R)

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improving performance on the key lines of enquiry within the Use of Resources Assessment within CPA and the new CAA	Implement CPA and CAA Use of Resources Action Plan	Implement CAA Use of Resources Action Plan	Implement CAA Use of Resources Action Plan	Improved Use of Resources Score	CIO3		CT/ACT (A)
Further developing Corporate Procurement arrangements to ensure maximisation of efficiencies arising through procurement processes							
- Procurement Strategy	Annual Review of strategy and procedure rules	Annual Review of strategy and procedure rules,	Annual Review of strategy and procedure rules	Improved value for money from services and delivery of cash releasing savings	CIO3		HoCP
- Corporate management of external spend	Implementation and review of a category management approach to all procurement spend (Corporate)	Implementation and review of a category management approach to all procurement spend (Front Line)	Implementation and review of a category management approach to all procurement spend (Capital)		CIO3		HoCP
- Annual Procurement Plan and Contracts Register	Publication of annual procurement plan and contracts register	Publication of annual procurement plan	Publication of annual procurement plan	Increased awareness of opportunities for local suppliers	CIO3	1	HoCP

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FINANCIAL SERVICES

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Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	7,440,849	8,035,044	8,111,230	Employees	8,373,320
2	13,978	311,244	305,283	Premises	292,600
3	23,327	20,477	20,477	Transport	19,177
4	742,756	516,030	527,224	Supplies and Services	520,252
5	(1,502)	0	3,808	Contribution to Trading Service-City Stores	0
	8,219,408	8,882,795	8,968,022		9,205,349
				Less Income	
6	2,960,192	3,047,824	3,047,824	Income	3,008,427
7	187,580	0	0	Delegated Budget b/fwd	0
	3,147,772	3,047,824	3,047,824		3,008,427
	5,071,636	5,834,971	5,920,198	**Delegated Budget**	6,196,922
				Non-Delegated Items	
8	1,531,731	1,689,546	1,689,546	Central Support Service Recharges	1,757,130
9	527	107,232	107,232	Asset Charges	107,232
	1,532,258	1,796,778	1,796,778		1,864,362
10	6,254,833	7,631,749	7,631,749	Less Income	8,061,284
	(4,722,575)	(5,834,971)	(5,834,971)	**Non-Delegated Budget**	(6,196,922)
	349,061	0	85,227	**TOTAL BUDGET**	0
	261.8	281.2	282.5	**Total No. of Staff**	262.7

Responsible Budget Holders
Assistant City Treasurer (Accountancy)
Assistant City Treasurer (Audit and Procurement)
Assistant City Treasurer (Revenues and Exchequer)

FURTHER INFORMATION
For further information about the service please see the City Treasurers pages on the intranet or contact Sonia Tognarelli, Assistant City Treasurer Accountancy, Tel: (0191) 553 1851.

RESOURCES

COLLECTION OF COUNCIL TAX AND BUSINESS RATES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to seek to collect all outstanding business rates, council tax. Council Tax is used to part finance the funding requirements of the City Council and certain precepting bodies. Business Rates are paid into a national pool and are redistributed to local authorities.

To achieve this, the service aims to:
- Seek continuous improvements in income collection
- Maximise the granting of reductions
- Provide a speedy cost effective and customer focused service
- Continuously improve service standards and the measurement and means of publishing those standards
- Achieve further independent external accreditation.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The implementation of a new Council Tax and Benefits system in January 2007 and the document image processing system in September 2007 has allowed for the planned development of:
- Online access to accounts by Customers
- Potential to provide touch tone telephone payments
- Electronic billing
- Integrated Council Tax bills and Benefit letters.

Following a consultation exercise in conjunction with the Contact Centre, feedback from customers indicated that additional payment dates would be beneficial for those customers considering payment by Direct Debit. During 2007 weekly and 4 weekly Direct Debit payment options were introduced. These are being monitored during 2008/09 to see if further enhancements are necessary.

Benchmarking and the review of BVPI performance has led to improvements in business processes and helped inform developments such as the introduction of weekly direct debits.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The implementation during 2006/07 of the integrated Council Tax and Benefits ICT System and the implementation of the Comino DIP system in September 2007 impacted upon the current structures and competencies required to deliver the service. In response to this the service has:
- Continued developing capacity by engaging in the leadership programme
- Analysed and acted upon the results of the 2007 employee survey
- Ensured all appraisals were completed in line with target with training needs identified.

The Service is contributing to achieving Equality Standards by:
- Ensuring responsibilities are assigned to implement equality action plans
- Promoting the availability of all documents in alternative formats to meet the individual needs of customers and through promotion of Language Point
- Undertaking planned equality risk assessments/INRAs and ensuring all new policies and working procedures are equality assessed
- Ensuring equality training needs are met for all employees and promoting the representation of employees from minority ethnic communities and with disabilities in the service area
- Ensuring all staff have undertaken the on-line Equality and Diversity Learning Package.

The service is seeking to improve council communications by:
- Continued commitment to fair and equal access to the Service by making sure all new and existing literature meet the Clear English Standard
- All departmental literature is produced in line with council guidelines
- Improvements to the Council Tax Leaflet and associated literature
- Engaging in a financial inclusion partnership to provide debt advice, financial education, access to financial services and benefit take-up.

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COLLECTION OF COUNCIL TAX AND BUSINESS RATES

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The service actively seeks to maintain and improve where possible Council Tax and Business Rate Collection levels (BVPI Performance) and hence contribute to the council's CPA rating. For example
BVPI 9 - Council Tax Collection - Target 2007/08 - 96.7%; Target 2008/09 - 97%
BVPI10 - Business Rate Collection - Target 2007/08 - 99.51%; Target 2008/09 - 99.53%
Council Tax collection performance in 2006/07 was impacted upon by the implementation of the new Council Tax ICT system. Increased resources have been put in place to improve performance.

Further contribution to an efficient and effective council are evidenced by:
▪ Sickness absence has reduced over the last financial year, and is set to continue to decline due to the robust monitoring and early intervention strategies employed. All long-term absence is proactively dealt with by providing support to the employee and maximising return to work strategies such as phased return to work
▪ Improvement to the interface of information between Council Tax and Benefits has been achieved via the implementation of the new Council Tax and Benefits system enabling improvements to the quality of Government returns, improved generic working with the Housing and Council Tax Benefits service to deal with areas such as overpayments, and allowing for future enablement of business processes such as on line viewing of accounts.

Benchmarking of the cost of collection for Council Tax shows our cost of collection to be £16.43 per dwelling compared with an average of £16.45 for comparable authorities of similar size and make up. Our collection rate of 96.4% compares with an average of 95.3% for other Metropolitan Authorities. The implementation of a new system in 2007 is helping to achieve further improvements in relation to integration with the Housing and Council Tax Benefits service and improved management information. The continuing review of discounts will increase the tax base and reduce fraud by reviewing occupancy levels.

Benchmarking of the Business Rates service shows our gross cost of £24.39 per dwelling compares favourably with the average of £44.69 for other Metropolitan Authorities. Our performance on Business Rates collection is in the top quartile with 99.5% compared to the national average 98.3% for Metropolitan Authorities demonstrating good performance and efficiency.

The budget for 2008/09 has been set taking account of efficiency savings arising from the increased use of technology including electronic payment methods to reduce transactional costs saving £30,000. A Direct Debit action plan has been implemented to increase the number of customers paying by direct debit and take up is monitored on a monthly basis.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service is seeking to work with partners to improve services including through integration with Housing Benefits, and through a financial inclusion partnership with Gentoo, Citizens Advice Bureau, Social Enterprise Sunderland, Fiscus and Wearside First Credit Union. The service continues to assist with Benefit take-up campaigns to increase the income of the elderly and other members of the community by single and joint take-up campaigns with its financial inclusion partners.

The service sought to improve the city's image by improving Council Tax Bills sent to all households in the City for 2007/08.

Good practice was recognised when the service was short listed for a BACS award - best marketing of Direct Debit Campaign Award.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 9	Percentage Council Tax collected	97.02	97	96.4	No. Performance dropped slightly, due to implementation of new ICT System	96.7	97.00
BVPI 10	The percentage of non-domestic rates due for the financial year which were received by the authority.	99.7	99.8	99.49	No. Target marginally missed due to a small number of accounts not paid on year-end. However collection of arrears improved	99.51	99.53

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COLLECTION OF COUNCIL TAX AND BUSINESS RATES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Further development of e-enablement	Development and implementation of: - on-line access to account - on-line billing Anticipated to be a two year delivery programme	Deliver any outstanding actions in delivery programme	Review e-enabled facilities to reflect any changes in technology/ customer and business requirements	Improved quality, choice and speed of response to customer. Greater number of ways to contact the service. Customer can choose how they receive the service.	C101 C103 SP1	1	ACT (E&R)
Consider transfer of Business Rates ICT System to IBS Revenues System	Prepare and consider the business case to transfer to IBS system	Realise benefit of the system if Business Rates is transferred to IBS system	Complete	Improved management reporting leading to speedier response for the customer	C101 C103 SP1	1	ACT (E&R)
Exploit further e-Government opportunities via e-Commerce Project	Increase number of payment channels via implementation of online access to accounts and on line billing	Increase number of payment channels via implementation of online access to accounts and on line billing	Complete	Improved collection rate and better customer choice/ satisfaction as to how they pay	C101 C103 SP1	1	ACT (E&R)
Review of discounts	Engage in Audit Commission Exercise	Annual exercise	Annual exercise	Improved efficiency in allocating discounts to customers	C101 C103 SP1	1	ACT (E&R)
Maintain and improve BVPI performance on collection of Council Tax	Realise further efficiencies of new system by reviewing workflow procedures/ correspondence content and upgrading system enhancements as they become available	Implementation of system developments as they are made available by the supplier	Implementation of system developments as they are made available by the supplier	Improved efficiency on Council Tax billing leading to speedier response to the customer	C101 C103 SP1	1	ACT (E&R)

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COLLECTION OF COUNCIL TAX AND BUSINESS RATES

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,538,957	1,650,165	1,657,748	Employees	1,713,011
2	171,012	159,696	159,696	Premises	127,778
3	21,453	23,406	22,972	Transport	22,812
4	318,995	246,467	246,171	Supplies and Services	284,648
	2,050,417	2,079,734	2,086,587		2,148,249
				Less Income	
5	595,540	659,362	659,362	Income	683,030
6	207,030	211,171	211,171	Delegated Budget b/fwd	216,450
	802,570	870,533	870,533		899,480
	1,247,847	1,209,201	1,216,054	**Delegated Budget**	1,248,769
				Non-Delegated Items	
7	73,136	42,917	53,549	Employees - FRS17 Pensions Adjustment	73,747
8	822,236	687,237	687,237	Central Support Service Recharges	774,771
9	109,231	109,000	109,000	Discretionary Relief	109,000
	1,004,603	839,154	849,786		957,518
10	441,512	568,000	568,000	Less Income	532,000
	563,091	271,154	281,786	**Non-Delegated Budget**	425,518
	1,810,938	1,480,355	1,497,840	**TOTAL BUDGET**	1,674,287
	64.0	65.5	65.5	**Total No. of Staff**	65.8

Responsible Budget Holder
Council Tax Manager

FURTHER INFORMATION

For further information about the service please see the City Treasurers pages on the intranet or contact Fiona Brown, Assistant City Treasurer (Exchequer and Revenues) on Tel: (0191) 553 1811.

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to provide housing and council tax benefits administrative services that support the achievement of the council's Vision and Aims and to ensure that the financial affairs of the council are properly administered.

To achieve this aim, the service:
▪ Maximises the granting of benefits
▪ Provides a speedy cost effective and customer focused service
▪ Continuously improves service standards and the measurement and means of publishing those standards
▪ Maintains independent external accreditation
▪ Minimises the incidence of fraud in benefit claims.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The implementation of a new Council Tax and Benefits system in January 2007 has allowed for improvements to customer service through the planned development of:
▪ Online access to accounts by Customers
▪ Potential to provide touch tone telephone payments
▪ On-line applications and award of benefit.

During 2007/08 a new Document Image Processing System has been implemented to complement the core system implemented in 2006/07. Consideration is being given to providing on-line access to customers e.g. application forms and awards, with a planned implementation date of 2008/09.

In addition to the above the service is seeking to improve communications with customers by:
▪ Increasing and maintaining public awareness of the Benefit Service by establishing new and more effective media channels, which include advertising on city buses, billboards and through the local press
▪ Continued commitment to fair and equal access to the Benefits Service by making sure all new and existing literature meets the Clear English Standard
▪ All departmental literature is produced in line with council guidelines
▪ Investment in a free phone advice line offering expert advice and on the spot calculations to assess potential benefit due
▪ Engaging in a financial inclusion partnership to provide debt advice, financial education, access to financial services and benefit take-up.

The 2006/07 BVPI 80 (customer satisfaction survey) showed that 77% of customers were satisfied overall with the service, this is an improvement of 0.3% on the previous survey in 2003/04. The results of the 2006/07 (March) BVPI 80 exercise have been fed into action plans for 2007/08.

Under the CPA framework the Benefits Service continues to be assessed as a separate service block, which is subject to annual assessment by the Audit Commission. The service achieved a 4 out of 4 rating for 2007 under the new Performance Standards. The service continues to seek to achieve year on year improvements.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
During 2006/07 and 2007/08 the implementation of the integrated Council Tax and Benefits ICT system and the Comino DIP system has impacted upon the current structures and competencies required to deliver the service. Accordingly appropriate training and development have been delivered to staff through.
▪ Developing capacity by engaging in the leadership programme
▪ Analysing and acting upon the results of the 2007 employee survey
▪ Completing appraisals in line with target the Departmental Planning Cycle and training needs identified.

The service proactively seeks to support the achievement of Equality Standards by:
▪ Ensuring responsibilities are assigned to implement equality action plans
▪ Promoting the availability of all documents in alternative formats to meet the individual needs of customers and promotion of Language Point
▪ Undertaking planned equality risk assessments/INRAs and ensuring all new policies and working procedures are equality assessed
▪ Completion of service area consultations e.g. Housing and Council Tax Benefit Surveys in August 2006 and January 2007

- Ensuring equality training needs are met for all employees and promoting the representation of employees from minority ethnic communities and with disabilities in the service area
- Ensuring all staff undertake the on-line Equality and Diversity Learning Package.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The service undertakes ongoing actions to improve BVPI performance in order to contribute to the council's CPA rating. The service is seeking to improve BVPIs to achieve top or upper median quartile for all categories by:
- Providing good tools and working conditions for staff
- Providing good training for staff, and maintaining reduced levels of sickness absence
- Writing all major working procedures in the on-line manual
- Re-engineering of processing centre actions in respect of the new claims process.

It is specifically seeking to improve collection of overpayments (BVPI 79b) by:
- Joint working with council tax to improve collection of overpayments
- The allocation of additional resource to this area.

In addition, sickness absence has reduced over the previous two financial years, and is set to continue to decline due to the robust monitoring and early intervention strategies employed. All long-term absence is proactively dealt with by providing support to the employee and maximising return to work strategies such as facilitating a phased return to work.

The service has adopted the Prince2 methodology, and used this to manage its key projects including the replacement of existing computer processing systems and document image processing systems used within Revenues and Benefits to administer the Council Tax and Housing Benefits services.

The service compares well against other local authorities in a number of areas, including:
- The gross cost per weighted caseload is £53.30, which compares to an average of £68.00 for all 19 comparator authorities
- Sunderland achieved a 4 out of 4 score for the Benefits Service in Comprehensive Performance Assessment for 2007 and achieved the highest level of performance in Tyne and Wear in respect of processing changes of circumstances.

The 2008/09 budget has been set taking account of efficiency savings arising from the increased use of electronic payment methods to reduce transactional costs saving £10,000.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The service undertakes close joint working with the Department for Work and Pensions, Her Majesty's Revenue and Customs, and the Child Benefit Service to improve speed, accuracy and efficiency of benefit processing.

It is also engaged in a financial inclusion partnership with Gentoo, Citizens Advice Bureau, Social Enterprise Sunderland, Fiscus and Wearside First Credit Union. The service will continue with its Benefit take-up campaigns to increase the income of the elderly (ageing population) and other members of the community by single and joint take-up campaigns with its financial inclusion partners.

We have strengthened the city's image and public awareness of its services through:
- Our use of consistent corporate branding
- Increased media coverage promoting our service in line with brand guidelines
- Supporting the Sunderland Echo's campaign to promote a positive image of the city by promoting our free phone advice line to assess benefit entitlement
- Improving the information and accessibility of the Benefits Service on-line
- Improving the access to and the quality of the benefit service to make it easier to claim.

RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 76a	Number of claimants visited/1000 caseload	257.14	250.73	267.70	Yes	Indicator deleted	Indicator deleted
BVPI 76b	Number of fraud investigators/1000 caseload	0.25	0.29	0.28	No. Staffing target fell slightly short of requirement	0.29	0.29
BVPI 76c	Number of fraud investigations/1000 caseload	36.87	37.8	28.38	No. Input measure only. Output measure achieved (76d)	30	32
BVPI 76d	Number of prosecutions and sanctions/1000 caseload	4.19	4.27	4.33	Yes	4.4	4.4
BVPI 78a	Average time new claims	27.8 days	27 days	27.6 days	No. Just short of target due to drop in performance as a result of implementing new system	27.3 days	26.5 days
BVPI 78b	Average time change in circumstances	7.7 days	8.5 days	8.9 days	No. Just short of target due to drop in performance as a result of implementing new system	11 days	9 days
BVPI 79a	Case processed correctly	99.6%	99.6%	99.6%	Yes	99.6%	99.8
BVPI 79b (i)	Amount of overpayments recovered as a % of recoverable overpayments	96.32%	84%	113.57%	Yes	85%	89
BVPI 79 (ii)	Amount of overpayments recovered as a % of total overpayment debt outstanding plus amount of overpayment identified	34.57%	36%	36.12%	Yes	37%	39
BVPI 79 (iii)	Amount of overpayments written off as a % of total overpayment debt outstanding plus amount of overpayment identified	3.78%	4.5%	8.7%	No. Larger number of overpayments written off due to new system implementation	4%	3.7

RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Realise benefit of the system with further development of e-enablement	To review fast track process in line with new Benefit Regulations. To implement greater use of text facility with customers. To develop Action Plan for implementation of: - on-line applications of benefit - on-line award of benefit - mobile facility to assess and update benefits system remotely - home working for benefit assessors	To develop any outstanding Action Plan activities that arise from 2008/09 Action Plan	Review e-enabled facilities to reflect any changes in technology/ customer and business requirements	Improved quality, choice and speed of response to customer leading to improved customer satisfaction. Greater number of ways to contact the service. Customer can choose how they receive the service.	C101 C103 SP1	PC	ACT (E&R)
Improve collection and BVPIs to be in top or upper median quartile for all categories	Continue to realise benefits of system by revisiting Business Process and re-engineering processes as necessary.	Review revised business processes	Complete	Improved quality, choice and speed of response to customers, so claims paid more quickly and accurately leading to improved customer satisfaction.	C101 C103 SP1	PC	ACT (E&R)
Increase Benefit Take-up	Continue joint working with council and Contact Centre on Benefit Take-up campaigns and extend to Financial Inclusion Partnership	Continue joint working with council and Contact Centre on Benefit Take-up campaigns and extend to Financial Inclusion Partnership	Continue joint working with council and Contact Centre on Benefit Take-up campaigns and extend to Financial Inclusion Partnership	Increased income for Benefit customers and increased spend in local economy, as some of this extra income will be spent locally, so supporting local business	C101 C103 SP1	PC	ACT (E&R)
Implement Local Housing Allowance	Pay benefit customers directly by BACS	Review of BACS procedures	Complete	Increased efficiency, and reduction in costs. Payments are made promptly with less opportunity for payments to be lost or stolen. Reduction in postage charges as payment is electronic.	C101 C103 SP1	PC	ACT (E&R)

RESOURCES

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

FINANCIAL

HOUSING AND COUNCIL TAX BENEFIT ADMINISTRATION

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	2,591,116	2,883,166	2,883,166	Employees	2,967,932
2	6,668	2,594	2,594	Premises	2,594
3	24,781	30,951	30,951	Transport	28,525
4	387,744	391,640	396,473	Supplies and Services	380,952
5	327,185	0	0	Delegated Budget c/fwd	0
	3,337,494	3,308,351	3,313,184		3,380,003
6	4,659,225	4,243,558	4,243,558	Less Income	4,235,321
	(1,321,731)	(935,207)	(930,374)	**Delegated Budget**	(855,318)
				Non-Delegated Items	
7	110,418	71,360	96,659	Employees - FRS17 Pensions Adjustment	117,058
8	1,613,824	1,403,526	1,403,526	Central Support Service Recharges	1,437,955
9	0	0	87,943	Asset Charges	87,943
10	22,323,380	23,662,627	23,662,627	Benefit Payments	24,347,000
	24,047,622	25,137,513	25,250,755		25,989,956
				Less Income	
11	22,327,227	23,523,627	23,523,627	Benefits Grant	24,274,600
12	302,239	317,847	317,847	Departmental Administration	463,247
	22,629,466	23,841,474	23,841,474		24,737,847
	1,418,156	1,296,039	1,409,281	**Non-Delegated Budget**	1,252,109
	96,425	360,832	478,907	**TOTAL BUDGET**	396,791
	105.0	122.5	122.5	**Total No. of Staff**	122.4

Responsible Budget Holder
Benefits Manager

HOUSING BENEFITS PAYMENTS

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Non-Delegated Items	
1	81,279,555	82,939,217	82,939,217	Third Party Payments	84,598,000
2	302,239	317,847	317,847	Departmental Administration	463,247
	81,581,794	83,257,064	83,257,064		85,061,247
3	80,834,528	82,559,217	82,559,217	Less Income	84,151,400
	747,266	697,847	697,847	**TOTAL BUDGET**	909,847

Responsible Budget Holder
Benefits Manager

FURTHER INFORMATION

For further information about the service please see the City Treasurers pages on the intranet or contact Fiona Brown, Assistant City Treasurer (Exchequer and Revenues) on Tel: (0191) 553 1811.

RESOURCES

CORPORATE MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES
Provides the infrastructure which allows services to be provided, whether by the council or not, and the information which is required for public accountability.

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Corporate Management - Delegated items	
1	0	185,855	186,385	Improvement Planning	175,407
	0	185,855	186,385		175,407
				Corporate Management - Non Delegated items	
2	148,252	153,065	153,065	Recharge Chief Executive	160,718
3	488,545	420,279	420,279	External Audit Fees	477,461
4	82,603	109,021	109,021	Bank Charges	103,747
5	21,961	0	21,415	Counsels fees	0
6	2,543,768	2,698,408	2,698,408	Central Support Services Recharge	2,890,869
	3,285,129	3,380,773	3,402,188	**Total - Corporate Management**	3,632,795
				Non Distributed Costs - Non Delegated Items	
7	0	2,168,000	2,168,000	Enhanced Pension Contributions	2,158,000
8	0	9,398,000	9,398,000	LGPS Deficiency Payments	8,198,000
9	578,002	(11,566,000)	(11,566,000)	FRS 17 Pensions Account	(10,356,000)
10	16,289	0	0	Increase in Bad Debt Provision	0
	594,291	0	0	**Total Non Distributed Costs**	0
				Other Services	
				Less Income	
11	863,319	1,600,000	1,600,000	Recharge to ISB re. Pension deficiency	1,531,000
12	573	695	695	Customer and Client Receipts	718
	863,892	1,600,695	1,600,695		1,531,718
	3,015,528	1,965,933	1,987,878	**TOTAL BUDGET**	2,276,484

Responsible Budget Holder
City Treasurer

RESOURCES

CITY SOLICITOR

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide a comprehensive legal and democratic service to the council and other public bodies such as Tyne and Wear Fire and Rescue Authority, Tyne and Wear Development Company Limited and Sunderland Empire Theatre Trust. To achieve this aim, the service provides:

▪ Legal advice on social services, public protection, employment, education and regeneration and development matters
▪ Support to the democratic decision making process of the council by servicing meetings of the council, Cabinet, and other Committees and Sub-Committees
▪ Support to the Review Committees
▪ Administrative and secretarial support for the Mayor, Leader and Deputy Leader of the council and all council Members
▪ Co-ordination and monitoring of the council's customer services and complaints management functions and dealing with Ombudsman complaints on behalf of the Chief Executive
▪ Management and maintenance of the Civic Centre
▪ Local Land Charges Service
▪ Advice and guidance on Information Management matters including data protection and freedom of information.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The service has successfully maintained its ISO9001 Quality Standards Certification and Legal Services was reaccredited with the Law Society's Lexcel Practice Management Standard.

The Service Level Agreements between Legal Services and their clients were completed. This year a questionnaire relating to the quality of service provided was included. The questionnaires are analysed and any issues raised will be addressed.

Corporate ICT are currently developing a complaints/Freedom of Information (FOI) computer system to track customers' requirements and facilitate prompt attention. The service is also looking to implement the Total Land Charges system to provide customers with easier access to the Land Charges service.

City Solicitor has received a number of compliments from client departments.

The Review Committees have organised and participated in a number of public events engaging citizens in the work of the Committees. For example, the Health and Wellbeing Review Committee organised the 'Mental Health Act and You' event and the Children's Services Review Committee participated in the 'Targeting Youth Support' event.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

All staff within City Solicitor have received an appraisal within the last 12 months from which training needs and ways of developing staff have been identified. To date one employee has successfully completed the Sunderland Leadership Programme and a further 6 employees have enrolled onto the course. Managers actively encourage employees to undertake the Leadership Programme. All new managers attend the council's compulsory courses e.g. Recruitment and Selection, Appraiser Training etc. and training sessions are arranged for new members of staff in relation to Freedom of Information, Risk Management and Money Laundering. These sessions contribute to the Solicitors achieving the requirement by the Law Society to undertake 16 hours of professional development each year.

The City Solicitor holds 2 meetings each year to brief all staff on developments within the council and other topical issues. This is in addition to the regular team meetings which are held by each section within the Service. The City Solicitor also provides training to Members and Officers in all Directorates in relation to the Code of Conduct, Constitution and relevant new legislation.

All City Solicitor employees are currently undertaking the Corporate Equality E-learning Programme. An equalities working group has been established to identify a prioritised programme of Impact Needs Requirement Assessments (INRAs) and implement any actions identified.

CITY SOLICITOR

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The service contributes to the council's high score from the Use of Resources in terms of managing significant business risks, maintaining a sound system of internal control and promoting probity in the conduct of its business.

A report on sickness absence is regularly submitted to Senior Management Meetings to monitor absence closely, to promote effective attendance management and to ensure compliance with the Corporate Attendance Management Policy. The projected sickness levels within City Solicitor for 2007/08 is 9.24 days per employee which is below the council target of 10.2 days. Performance Indicators are also reported to Senior Management Meetings to ensure targets are being exceeded.

A Risk Management database has been developed and is regularly reviewed to ensure all risks are identified and controlled.

Relevant Solicitors involved in advising on key projects have been issued with Microsoft Project to ensure effective project management and relevant City Solicitor employees have been trained in the use of Prince 2.

A benchmarking exercise undertaken by Newcastle City Council established that Sunderland had the lowest legal costs amongst the eight authorities included in the survey. The 2008/09 budget includes additional investment to fund a staffing restructure to meet the increasing demands being placed on the service.

The 2008/09 budget has been set taking account of efficiencies of £10,000 arising from a maximisation of income opportunities.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The work of the Review Committees will assist in improving the City's image, e.g. the 'Vibrant City Centre' and 'Climate Change' events by generating fresh ideas.

Further protocols will be developed with Sunderland Health Authority to further improve scrutiny arrangement. The service is currently preparing partnership agreements for the Children's Trust and for the Joint Primary Care Trust, as well as agreements for joint appointments by the Primary Care Trust and the council to facilitate an integrated approach to health issues.

The service has prepared agreements for Bunny Hill and other shared service arrangements.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Monitor Cabinet and Committee reports to ensure S17 requirements considered	**R.27** The City Solicitor has kept a 'watching brief' on cabinet and Committee reports with regard to Section 17. Where there are Section 17 issues that may need further consideration, it would be helpful to ask report writer to consult the Safer Communities Team	Ongoing	Ongoing	Report that reflects Section 17 issues

RESOURCES

CITY SOLICITOR

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
	R.28 The City Solicitor and City Treasurer draw up general guidance for all Directorates to consider Section 17 implications when procuring externally provided services	Complete - Guidance produced	Monitor compliance	Cabinet reports will reflect Section 17 requirements

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI179	% of standard searches carried out in 10 working days	97.66%	80%	92.66%	Yes	80%	80%
L1	New cases referred	932	800	927	Yes	800	800
L2	Cases closed	845	730	757	Yes	730	730
L3	Success rate of cases undertaken	99%	99%	99.7%	Yes	99%	99%
L4	Debt recovered	£145,857	£275,000	*£223,099	No. Demand led.	£200,000	£200,000
L6	Agendas Delivered	6532	6000	6248	Yes	6000	6000
L7	Number of councillor ward surgeries advertised in the Sunderland Echo	564	500	667	Yes	500	500
L8	Meetings where agenda required	499	300	450	Yes	350	350
L9	Meetings where minutes required	627	300	829	Yes	400	400
L10	Accuracy of minutes	95%	95%	95%	Yes	95%	95%
L11	Timeliness of Minutes (produced within 8 working days)	75%	80%	88.54%	Yes	80%	80%
L12	Ombudsman complaints raised	31	25	24	Yes	25	25
L13	Existing complaints brought forward	3	5	4	Yes	5	5
L14	Complaints closed out	30	20	22	Yes	20	20

* excludes bankruptcy action

RESOURCES

CITY SOLICITOR

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement Public Law Outline. (Child Protection case Management system replacing existing Protocol)	Ensure revised procedures are in place with Children's Services to reduce the time taken on care proceedings	Ensure revised procedures put in place with Children's Services are working effectively	Continue to monitor the effectiveness of the procedures	Intended to improve and speed up the conduct of care proceedings to reduce the impact on the children involved	SP4	3	ACS
Improve public access to services and encourage public involvement in council activities	Implement Action plan for Scrutiny for 2008/09	Implement Action plan for Scrutiny for 2009/10	Implement Action plan for Scrutiny for 2010/11	Customers will have the opportunity to get involved in the work of Review Committees	CIO1		PL
	Issue a revised customer complaints leaflet which will be available in different languages and print sizes	Situation to be kept under review		Customers will have a greater opportunity to comment on council services			
	Implement Total Land Charges (TLC)	Situation to be kept under review		Working towards a one-stop-shop for Land Charges which is intended to speed up the Land Charges process			
	Review access to information procedures throughout the council	Situation to be kept under review		Customers will have easier access to information			
Further enhance the e-Democracy Project to significantly improve councillor/officer /customer engagement	Promote the use of ICT through the community leadership project to improve public engagement in council Services	Situation to be kept under review		Customers will have greater opportunities to use ICT to access council services	CIO3		DSM

RESOURCES

CITY SOLICITOR

FINANCIAL

LEGAL SERVICES

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	1,637,609	1,729,995	1,737,398	Employees	1,972,082
2	8,196	8,025	8,025	Transport	8,025
3	130,060	117,256	146,826	Supplies and Services	116,820
4	54,463	0	0	Delegated Budget c/fwd	0
	1,830,328	1,855,276	1,892,249		2,096,927
5	347,064	337,906	337,906	Less Income	379,472
	1,483,264	1,517,370	1,554,343	**Delegated Budget**	1,717,455
				Non-Delegated Items	
6	350,326	352,896	365,197	Central Support Service Recharges	371,008
7	1,811,271	1,870,266	1,870,266	Less Income	2,088,463
	(1,460,945)	(1,517,370)	(1,505,069)	**Non-Delegated Budget**	(1,717,455)
	22,319	0	49,274	**TOTAL BUDGET**	0
	44.0	45.5	45.5	**Total No. of Staff**	49.2

Responsible Budget Holder
City Solicitor

DEMOCRATIC SERVICES

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	496,454	507,536	509,643	Employees	543,827
2	1,717	1,460	1,460	Transport	1,460
3	78,133	75,990	75,990	Supplies and Services	76,784
	576,304	584,986	587,093		622,071
4	148,629	158,727	158,727	Less Income	143,940
	427,675	426,259	428,366	**Delegated Budget**	478,131
				Non-Delegated Items	
5	10,699	12,217	14,662	Employees - FRS17 Pensions Adjustment	20,065
6	41,229	25,475	25,475	Central Support Service Recharges	50,254
7	1,200	1,200	39,847	Asset Charges	39,847
	53,128	38,892	79,984		110,166
8	480,038	465,151	465,151	Less Income	588,297
	(426,910)	(426,259)	(385,167)	**Non-Delegated Budget**	(478,131)
	765	0	43,199	**TOTAL BUDGET**	0
	15.5	15.5	15.5	**Total No. of Staff**	16.5

Responsible Budget Holder
Democratic Services Manager

RESOURCES

CITY SOLICITOR

LAND CHARGES

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	124,402	127,710	128,304	Employees	128,072
2	23,174	10,550	10,473	Supplies and Services	13,305
	147,576	138,260	138,777		141,377
				Less Income	
3	659,183	796,929	796,929	Income	796,929
	(511,607)	(658,669)	(658,152)	**Delegated Budget**	(655,552)
				Non-Delegated Items	
4	19,929	29,245	29,956	Central Support Service Recharges	26,399
	19,929	29,245	29,956	**Non-Delegated Budget**	26,399
	(491,678)	(629,424)	(628,196)	**TOTAL BUDGET**	(629,153)
	4.6	5.0	5.0	**Total No. of Staff**	4.6

Responsible Budget Holder
City Solicitor

CIVIC CENTRE MANAGEMENT

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	360,762	348,521	349,976	Employees	355,968
2	1,155,548	1,181,914	1,147,946	Premises	1,154,006
3	32,402	39,067	38,826	Transport	35,517
4	126,877	132,602	136,065	Supplies and Services	129,674
	1,675,589	1,702,104	1,672,813		1,675,165
5	77,779	59,034	59,034	Less Income	54,247
	1,597,810	1,643,070	1,613,779	**Delegated Budget**	1,620,918
				Non-Delegated Items	
6	170,698	176,091	176,091	Central Support Service Recharges	204,250
7	248,222	130,000	130,000	Repairs and Renewals	172,676
8	251,065	191,122	248,912	Asset Charges	248,912
	669,985	497,213	555,003		625,838
9	2,218,956	2,140,283	2,140,283	Less Income	2,246,756
	(1,548,971)	(1,643,070)	(1,585,280)	**Non-Delegated Budget**	(1,620,918)
	48,839	0	28,499	**TOTAL BUDGET**	0
	14.0	14.0	14.0	**Total No. of Staff**	14.0

Responsible Budget Holder
Civic Centre Manager

RESOURCES

CITY SOLICITOR

DEMOCRATIC CORE

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
				Member Secretariat: -	
1	116,013	134,938	135,550	- Employee Expenses	138,526
2	3,067	2,939	2,672	- Supplies and services	2,490
3	1,173,306	1,260,751	1,260,751	Members Allowances and Other Expenses	1,260,751
4	22,414	17,599	17,599	Civic Hospitality	17,599
5	25,616	23,179	23,179	Mayoral Expenses	25,432
6	67,565	60,000	60,000	Area, Standards and Review Committees	60,000
7	21,908	22,122	22,122	Conferences and Seminars	22,122
8	10,721	11,000	11,000	State of the City Debate	11,000
				Subscriptions: -	
9	59,256	59,849	59,849	- Local Government Association	59,849
10	27,785	28,063	28,063	- NE Regional Employers' Organisation	28,063
11	97,958	101,218	101,218	- Association of North East Councils	101,218
12	51,668	52,185	52,185	- Tyne and Wear Partnership	52,185
13	1,575	1,591	1,591	- National Assoc of Councillors	1,591
	1,678,852	1,775,434	1,775,779	**Delegated Budget**	1,780,826
				Non-Delegated Items	
14	13,231	12,144	18,113	Employees - FRS17 Pensions Adjustment	18,159
15	1,506,673	1,474,418	1,474,418	Central Support Service Recharges	1,499,644
16	297,506	300,905	300,905	Civic Suite	315,630
	1,817,410	1,787,467	1,793,436	**Non-Delegated Budget**	1,833,433
	3,496,262	3,562,901	3,569,215	**TOTAL BUDGET**	3,614,259
	5.0	6.0	6.0	**Total No. of Staff**	6.0

Responsible Budget Holder
City Solicitor

MISCELLANEOUS SERVICES

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	385	741	741	Other Grants and Subscriptions	0
2	9,697	10,515	10,515	Employment Training Programme	9,697
	10,082	11,256	11,256	**TOTAL MISC. CONTRIBUTION**	9,697

Responsible Budget Holder
City Solicitor

FURTHER INFORMATION

For further information about the service please see the City Solicitor Business Plan or contact Bob Rayner, City Solicitor Tel: (0191) 553 1003, Elaine Waugh, Assistant City Solicitor Tel: (0191) 553 1053, Rhiannon Hood, Principal Lawyer Tel: (0191) 553 1005 or Lee Stoddart, Democratic Services Manager Tel: (0191) 553 1007.

RESOURCES

PROPERTY SERVICES

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to ensure the professional management and development of the council's land and buildings in support of the council's aims and objectives. To achieve this aim, the service:
- Works with services to ensure that a corporate approach to the use of council assets delivers improved service outcomes
- Works in partnership to help deliver regeneration opportunities across the city
- Ensures the security of all council buildings and land together with the safety of residents, employees and visitors of the city through the provision of a crime prevention advisory service and public space Closed Circuit Television monitoring
- Ensures that the council's non operational portfolio, including business centres and industrial buildings delivers council objectives and appropriate returns which support service delivery across the city
- Delivers construction projects which support the corporate objectives of the council and the council's partners
- Ensures council buildings are fit for purpose
- Ensures the safe collection and transportation of the council's and other external client's monies
- Delivers Emergency Planning for the council
- Manages the Port Estate and Port operations.

(Emergency Planning responsibilities are delivered on behalf of the Planning and Transportation Portfolio. Refer to the Planning and Transportation Portfolio Key Actions for Portfolio Improvement for further details.)

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Feedback from building maintenance customer surveys has identified that ongoing liaison with clients is important. As a consequence, and following the transfer of operational functions to the Community and Cultural Services directorate, the service intends to instigate regular partnership meetings with Community and Cultural Services and clients, commencing in 2008. Actions and response times for implementation will be produced from the outcomes of these meetings to ensure continuous improvement.

New performance indicators that are closely linked to the objectives of the Asset Management Plan (the delivery mechanism for the council's Capital Strategy, to ensure the council is delivering value for money through the efficient use of its assets) were developed last year. New customer surveys will be developed with the Community and Cultural Services directorate to support this process. Customer liaison meetings are carried out on a monthly basis.

Following an Ofsted inspection of the council's services to schools in 2004/05 a review of the Building Maintenance section was carried out. A ten-point improvement plan for the section was agreed and implemented. Feedback on the plan was sent to all schools and further to this 100% of schools have signed up to the Property Services Service Level Agreement (SLA) which covers the full range of technical support offered by Property Services, for example advice and support with regard to building health and safety matters, property management and building maintenance/improvement services. A new SLA is being prepared for 2008/09.

A new asset management package to improve data management including that relating to building condition, suitability and sufficiency has been procured.

The Security Services function liases regularly with services across the council with regard to strategic functions such as Emergency Planning. In operational terms the service liases regularly with building managers, through groups such as the Local Multi Agency Problem Solving (LMAP) groups (providers of crime detection and prevention, and community safety services to make enable them to make their services more responsive to community needs) and with the council's Community Safety Team. The service also plays a key role in respect of the councils risk management process.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The framework arrangements for the delivery of major Government funded construction projects such as Building Schools for the Future (BSF) has resulted in a restructure of the Design Services section as a consequence of the Partnerships for Schools (which is responsible for delivering the Government's secondary school renewal programme) procurement strategy. The Design Team has developed its intelligent client role to support internal clients across the council and has re-structured accordingly. The team will continue to provide technical support in all construction related matters across the council through close working with service areas as they bring forward capital projects for delivery.

RESOURCES

PROPERTY SERVICES

Property Services is responsible for ensuring that public buildings comply with the requirements of the Disability Discrimination Act (DDA) 1995 (which requires access by all to service delivery) and reports against BVPI 156 'Council Buildings DDA compliant'. Although the target for the BVPI was not met for 2006/07 by a small number of percentage points, this was due to Property Service undertaking a full review of public buildings, particularly with the older city centre properties, which are difficult to make accessible due to planning and design issues. The focus has been on looking at alternative options for service delivery from these buildings. A cost analysis in respect of those properties that are not compliant has now been completed. During the first six months of this year the percentage of the council's properties that are DDA compliant has increased by 14%, which already exceeds the target of 75% set for 2007/08.

A revised Asset Management Plan (AMP) for 2006-2010 has been produced and the service is working with all council directorates to maximise communication of the AMP process. The AMP is being implemented through agreed corporate property processes led by the Capital Strategy Group and supported by Directorate Capital Boards.

Property Services supports Directorate Capital Boards on all strategic and operational property matters. The role of the Boards is to monitor and manage capital schemes for each directorate. Through the Head of Land and Property (HoLP) the service reports to the Capital Strategy Group, which has corporate responsibility for managing the efficient and effective use of the council's assets. The HoLP participates in a number of corporate cross cutting groups such as those managing the primary schools planning project, and the Corporate Health and Safety Group to ensure that a corporate approach is taken to the use of assets. These processes will be taken forward in 2008/09.

The Equalities and Diversity e learning package will be rolled out to all staff in the service during 2008/09.

Staff from the service have participated in the Sunderland Leadership Programme, and this participation will be rolled out to managers during 2008.

Security Services, in fulfilling its emergency planning role, liases through the Major Incident Planning Group and leads the council response in this area, linking to the Tyne and Wear Emergency Planning Unit and emergency services.

The service is also lead for the Business Continuity Management for the council. This requires a corporate approach to the delivery of business continuity plans for each directorate.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The council is a member of the Institute of Public Finance (IPF) Local Government Asset Management Planning Network, which provides support and contact with the majority of councils in the country. Property Services will develop benchmarking against a set of revised performance measures, which will allow more detailed evaluation of the service. Property Services was invited to contribute to a national IPF seminar programme by providing a presentation in respect of the councils approach to asset management planning. Property Services' approach to strategic asset management was highlighted as good practice by the Institute of Public Finance (IPF) when it undertook its health check of the council's strategic approach to asset management. The IPF will be invited to the council to deliver training on options appraisal and whole life costing.

Risk Registers allow deviation from original plans to be controlled and managed within project delivery parameters of cost, quality and timescale. Monitoring of the Risk Registers is taking place to ensure that any potential risks are managed and mitigated. Ongoing liaison with the Risk Management and Insurance Section within the Corporate Services directorate will continue regarding the management of the Property Services Risk Register, which supports the Development and Regeneration directorate's Register. The service has responsibility for the council's property review and asset management processes as set out in the Corporate Risk Register.

All current projects are supported by Planning Supervisors, to ensure full compliance with Health and Safety and Construction Design Management (CDM) Regulations issues, and in particular that clients are aware of their responsibilities under the terms of the regulations. Service responsibilities in the Corporate Risk Profile Action Plan will be managed, and the service will take responsibility for chairing the council's Health and Safety Construction Group. The CDM Regulations have been amended to place a greater emphasis on client responsibility and the Group has been tasked with monitoring compliance across the council in this regard.

The service has produced a new Service Level Agreement (SLA) and marketing document, which will set out the services on offer to clients. The SLA is expected to be rolled out to clients in 2008/09.

PROPERTY SERVICES

The service seeks opportunities for partnership working, where appropriate, and is working in partnership with Gentoo on area renewal initiatives, including the delivery of a joint venture to regenerate the Castletown area. Property Services is also providing project management support to Sunderland ARC on a number of regeneration projects including the Vaux site, Holmeside and Farringdon Row schemes.

Work is ongoing with the Sunniside Partnership in respect of land acquisitions, the procurement of preferred developers, public realm improvements, the implementation of The Place (a business and arts centre development providing performance space, art gallery/exhibition spaces, a café, meeting rooms and a range of business suites and artist's studios), and project management.

The Energy Review Process (which is designed to deliver efficiencies in the council's use of energy) and the Carbon Management Plan (which is designed to reduce the council's carbon emissions) will be key areas of activity for the service to ensure the efficient use of energy in council assets and in reducing costs and carbon emissions. In 2007/08 efficiencies have already been realised from Corporate Energy Management project of £106,000.

The service contributes to the council's approach to the use of its resources by managing the corporate approach to asset management and identifying opportunities for improved value for money through processes such as property reviews. A programme of property reviews is underway, including an office accommodation review. This review will identify options for the rationalisation of the council's property portfolio, leading to a reduction in building running costs, potential for capital receipts, and the reduction of the maintenance backlog. This process has already commenced with the disposal of The Esplanade enabling efficiency savings of £78,000 in 2007/08, and more efficient use of property at Leechmere Training Centre (by the Health, Housing and Adult Services directorate) and Fawcett Street (by the Shared Service Centre and Property Services).

The budget has been set taking account of efficiency savings of £71,000 arising from a restructuring of the Building Maintenance service.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service has produced a new Service Level Agreement (SLA) and marketing document, which will set out the services on offer to clients. The SLA is expected to be rolled out to clients in 2008/09.

Property Services' approach to strategic asset management was highlighted as good practice by the Institute of Public Finance (IPF) when it undertook its health check of the council's strategic approach to asset management. The IPF will be invited to the council to deliver training on options appraisal and whole life costing.

The service is working in partnership with Gentoo on area renewal initiatives, including the delivery of a joint venture to regenerate the Castletown area.

Property Services is providing project management support to Sunderland ARC on a number of regeneration projects including the Vaux site, Holmeside and Farringdon Row schemes.

Work is ongoing with the Sunniside Partnership in respect of land acquisitions, the procurement of preferred developers, public realm improvements, the implementation of The Place (a business and arts centre development providing performance space, art gallery/exhibition spaces, a café, meeting rooms and a range of business suites and artist's studios) and project management.

Working is also ongoing with Tyne and Wear Fire and Rescue Service on a range of property related projects such as station replacement options, condition surveys and other property related work.

Partnership working is essential to the delivery of both security services and emergency planning. Security Services works closely with directorates and external partners such as the Police, Nexus and the Emergency Planning Unit and many other agencies.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

RESOURCES

PROPERTY SERVICES

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Apply security, crime prevention and 'designing out' crime measures and processes in relation to the council's property portfolio (including Building Schools Future Programme).	**R.20** Develop a crime risk assessment system which utilises crime and disorder data to identify properties managed by the council that are in areas of high crime and disorder and thus may require special crime prevention measures.	Workshop held 27.04.07 (facilitated by Holden Mcallister) to address crime and disorder issues in terms of development planning and design and development control. Council Building crime risk assessment system is complete and in place. Surveys underway.	Monitoring outcomes	Continued monitoring

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	45.1%	74.51%	64.65%	No. A review is being undertaken to rationalise the number of public buildings, particularly with older properties, which are difficult to make fully accessible. The focus has been on looking at options for alternative service delivery from these properties.	75%	85%
AMP PI 1	% of properties classed as fit for purpose	n/a	97.9%	99.11%	Yes	97.9%	99%
AMPPI 2	Backlog of maintenance	n/a	£9.11m	£9.07m	Yes	£9.11m	£9.2.m
AMPPI 3a	Capital receipts as % of disposal programme	n/a	100%		Target established 07/08	100%	100%
AMPPI 3b	Space utilisation of operational property	n/a	62%	72%	Yes	65%	75%
AMPPI 3c	Cost per m2 of operational property	n/a	£55.37	£58.07	Increase in utility costs	£50.00	£55
AMPPI 4	Internal rate of return on Investment Portfolio	n/a	11.51%	13%	Yes	12%	
AMPPI 5	Energy consumption - carbon emissions/m2	n/a	0%	0.051%	Baseline yet to be resolved	2%	2%
AMPPI 7	% of properties classed as secure	n/a	75%	75%	Yes	80%	85%

RESOURCES

PROPERTY SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Reduce the costs of the council's operational property portfolio	Improve space utilisation and reduce the running costs of operational property by agreeing with services projects for property rationalisation	Implement projects for property rationalisation (individual projects to be identified by consultation with services)	Implement projects for property rationalisation (individual projects to be identified by consultation with services)	Council property space occupation increased from 62% in 2006 to 80% by 2015, resulting in reduced running costs, reduced maintenance backlog and the increased potential for capital receipts for re-investment. (Specific targets will be identified once the options for property rationalisation have been agreed).	SP7	5	SSM
Develop a council property portfolio which is fit for purpose	Categorise properties to identify the level of maintenance required for each. Prioritise remedial work to properties in accordance with the categorisation. Produce maintenance plans for all council buildings in accordance with prioritisation.	Implement prioritised maintenance plans to council properties.	Continue to implement prioritised maintenance plans to council properties.	All council properties deemed fit for purpose by the end of 2010. Asset maintenance costs reduced by 10% per annum from 2008/09 onwards.	SP7	1 5	BSSM
	Increase the number of council buildings with a satisfactory security rating.	Increase the number of council buildings with a satisfactory security rating.	Project completed	All council buildings will have a satisfactory security rating by the 31 December 2009.			SSM
	Remove asbestos from council owned properties.	Remove asbestos from council owned properties.	Remove asbestos from council owned properties.	No reported incidents of exposure to asbestos in council buildings.			BSSM

PROPERTY SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve the energy efficiency of the council's property portfolio	Complete energy audits for all council buildings and implement automatic meter reading plus Building Management System (BMS) conversion to assist with improved energy management and efficiencies	Implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits)	Continue to implement energy efficiency measures to council buildings via an energy review (prioritisation of measures based on conclusions of energy audits)	Reduce energy consumption in all council owned buildings - target of 10% reduction in consumption to be sustained through to 31 December 2010 (monitored via the energy review). Reduced energy costs and carbon emissions.	SP7	5	BSSM
Review the council's Industrial Portfolio	Review the financial and employment performance of the Industrial Portfolio. Consult tenants regarding requirements	Set targets to improve business support to occupants and investment in the property	Implement measures to improve business support to occupants and investment in the property.	Increase rate of return from 11.51% in 2006 to 12% in 2008 and sustain.	SP1	1	BSSM/VM
Delivery of improved property performance data to assist with decision making at strategic level	Compilation of property performance data re maintenance, suitability and sufficiency and implementation of property data base	Utilisation of data as part of property review and service planning process	Ongoing process related to service planning	Rationalisation of portfolio, fewer operational buildings at less cost Assist with service planning decision making process with a view to more efficient service delivery	SP1	1	HOLP/BSSM
Implement land registration project to enable title to council land to be registered	Populate and validate data for Corporate and Public Sector (CAPS) and Land Terrier	Ongoing validation of data	Project complete	Improved data management and greater accuracy of land ownership records resulting in more efficient use of system, certainty over land title and no claims for adverse possession	SP1	1	BSSM/VM

RESOURCES

PROPERTY SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continue to respond to strategic asset management agenda set by Government to deliver improved use of resources as part of CPA/CAA	Prepare action plan to identify areas for improvement, including approach to Life Cycle Costing and option appraisal. Raise client awareness through training and use of Whole Life Costing (WLC) model and option appraisal	Implement and monitor action plan through capital Strategy Group	Implement and monitor action plan through capital Strategy Group and review progress in light of assessment	Improved use of resources and more efficient use of the buildings portfolio	SP1	1	HOLP/BSSM
Improve building maintenance service delivery to ensure high levels of customer satisfaction and retention of service	Complete transfer of staff and functions to CCS and implement partnership agreement	Monitor implementation of partnership agreement to meet agreed objectives around customer satisfaction and quality of service	Monitor implementation of partnership agreement to meet agreed objectives around customer satisfaction and quality of service	Ongoing service improvement and 100% sign up to Property Services SLA	SP1	1	BSSM
Complete Port of Sunderland Business Plan and utilise as business management tool	Agree action plan and deliver priority actions. Confirm council position regarding Port governance and preferred option	Continue implementation of Business Plan and implement agreed Port governance option	Continue implementation and review of Business Plan	Improved trading position for Port leading to job retention and new job creation. New capital investment agreed for Port infrastructure	SP1	1	HOLP
Risk assessment and advice to be given to schools to ensure health and safety and other on site security risks are managed	Feasibility exercise by Security Services in conjunction with schools leading to the production of an action plan	Implement action plan. 25 schools to be advised as part of the proactive service	A further 25 schools surveyed and advised	Improved response to customer requirements Better security standards to safeguard pupils, staff and their schools from potential risks	SP5	2	SSM

RESOURCES

PROPERTY SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Response to major incidents and other emergencies to be reviewed (Delivered on behalf of Planning and Transportation Portfolio)	Identify and improve rest centres and humanitarian assistance centres to be used in times of crisis following major incidents Identification of centres Build processes into major incident planning and response	Test efficiency by way of exercises	Completion of process. Ongoing review of adequacy of arrangements	Better response to incidents leading to reduced risk of potential injury and damage to infrastructure Timely and appropriate help and support to those affected by incidents	SP7	3	SSM

RESOURCES

PROPERTY SERVICES

FINANCIAL

This section provides for the cost of Design Services, Surveying Services and Security Services. The budget for 2008/09 reflects the revised establishment for Design Services and the transfer of employees in the Building Maintenance Section to Community and Cultural Services.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09
				Delegated Items	
1	4,111,039	4,317,221	4,438,968	Employees	3,121,388
2	109,494	84,247	52,307	Premises	54,275
3	53,380	54,667	49,415	Transport	45,949
4	495,966	281,551	281,501	Supplies and Services	317,613
5	44,993	13,517	13,517	Agency and Contracted Services	0
	4,814,872	4,751,203	4,835,708		3,539,225
				Less Income	
6	3,333,888	3,652,049	3,092,052	Income	2,163,807
7	143,101	0	75,000	Delegated Budget b/fwd	0
	3,476,989	3,652,049	3,167,052		2,163,807
	1,337,883	1,099,154	1,668,656	**Delegated Budget**	1,375,418
				Non-Delegated Items	
8	124,651	107,587	135,594	Employees - FRS17 pensions adjustment	126,348
9	380,048	472,285	472,285	Central Support Service Recharges	490,937
10	319,547	319,547	319,547	Departmental Administration	230,074
11	34,146	92,074	21,842	Asset Charges	21,842
12	17,851	0	0	Repairs and Renewals	0
	876,243	991,493	949,268		869,201
13	1,922,563	2,090,647	2,090,647	Less Income	2,244,619
	(1,046,320)	(1,099,154)	(1,141,379)	**Non-Delegated Budget**	(1,375,418)
	291,563	0	527,277	**TOTAL BUDGET**	0
	122.2	128.2	123.6	**Total No. of Staff**	88.1

Responsible Budget Holders
Head of Land and Property
Surveying Services Manager
Design Services Manager
Security Services Manager

FURTHER INFORMATION

For further information about the service please see the Capital Strategy and the Asset Management Plan or contact Colin Clark Head of Land and Property, Tel: (0191) 561 2675, email: colin.clark@sunderland.gov.uk.

RESOURCES

PROPERTY SERVICES - REPAIRS AND RENEWALS

REPAIRS AND RENEWALS

FINANCIAL

The estimate each year is determined by priorities contained within the Asset Management Plan. This helps to explain variations between directorates.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,321,536	874,270	874,270	Community and Cultural Service	863,224
2	429,501	179,086	179,086	Corporate Services	224,502
3	744,211	671,338	671,338	Development and Regeneration	668,305
4	329,963	233,551	233,551	Children's Services	289,485
5	356,558	281,803	281,803	Health Housing and Adult Services	257,032
				Inspections and minor repairs under:	
6	113,023	115,000	115,000	Electricity at Work Act	120,000
7	173,571	250,000	250,000	Health and Safety at Work Act	250,000
8	48,619	100,000	100,000	Energy Conservation	105,000
9	(1,319)	238,000	238,000	General Contingency	165,500
10	(80,874)	0	0	Delegated Budget c/fwd	0
	3,434,789	2,943,048	2,943,048		2,943,048
				Less Income	
11	206,560	0	0	External Recharges	0
12	8,000	0	0	Delegated Budget b/fwd	0
	214,560	0	0		0
	3,220,229	2,943,048	2,943,048	**Delegated Budget**	2,943,048
				Non-Delegated Items	
13	3,232,088	2,240,048	2,240,048	Income - Internal Recharges	2,302,548
	(3,232,088)	(2,240,048)	(2,240,048)	**Non-Delegated Budget**	(2,302,548)
	(11,859)	703,000	703,000	**TOTAL BUDGET**	640,500

Responsible Budget Holders
Head of Land and Property
Surveying Services Manager

RESOURCES

CONTRIBUTION TO/(FROM) TRADING SERVICES

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
1	(617,614)	(916,578)	(709,162)	Contribution from Industrial Units	(759,881)
2	(1,055,271)	(1,100,648)	(982,054)	Contribution from MLP	(898,822)
3	(207,198)	(170,249)	(168,132)	Contribution from Retail Market	(128,127)
4	25,355	0	1,379	Contribution to Cash in Transit	0
	(1,854,728)	(2,187,475)	(1,857,969)	**TOTAL BUDGET**	(1,786,830)
	22.6	22.6	22.6	**Total No. of Staff**	27.0

RESOURCES

TRADING OPERATIONS

TRADING SERVICES ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by Management:

Since April 2001, these services have operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering, details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting financial performance of trading operations and provide for:

▪ Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes

▪ Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify

▪ The detail of the service budget

▪ The net surplus or deficit on the trading activity or net cost of service, as appropriate

▪ Where appropriate either:
  ▪ a contribution to the main service budget as a result of generating a surplus or
  ▪ a contribution required from the main service budget as a result of operating at a deficit.

The value of the 'Contribution to or from the Main Service Budget' is contained within the relevant main service budget page.

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to provide each council directorate with an integrated network installation service that provides value for money and is both reliable and professional. To achieve this aim, the service:
- Sources quality products, by providing Best Value
- Uses externally audited and certified ISO9001: 2000 Total Quality Management System
- Provides best training to our staff, recruiting Modern Apprentices and investing

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The section is ISO9000 Quality Assured and continues with its independently assessed re-certifications (last re-certification was in April 2007) meaning it recognises the importance of providing quality service using the "best value" ethos.

The physical installation of cabling is the local means of delivering high bandwidth network and telecommunications to the desktop. The use (i.e. programming the links) of cable has not been the responsibility of the service for a number of years - the ICT Network Services team hold current responsibility for the services accessed over this cable infrastructure.

The service continues to provide and improve customer service. Customer feedback is encouraged and the service recognises improvement opportunities and keeps abreast of new technologies. The service also provides consultancy services when required.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The service provides all departments within Sunderland City Council with a standard cabling solution that adheres to industry practice and standards. It also looks at ways to utilise existing and new technologies to enhance the corporate network.

The service area has regular team meetings. It also ensures that, via the ICTU Quality and Process Manager, Level 3 of the Equality Standard is sustained and Level 4 is achieved in 2008/09.

The cabling team manager will conduct all staff appraisals by May 2008, assess training needs and provide the same according to requirements (including a general induction and ISO9000 for any new staff). Specific training is planned for TV and aerial design and installation training.

The service will also actively contribute towards the re-assessment of Investors in People.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The council cabling infrastructure underpins all ICT deliverables, whether this is a customer (public) facing service or any member of staff that use ICT systems.

The service will continue to deliver high quality solutions that are 21st century compliant.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Cabling service provides the efficient deployment and maintenance of network communications cable infrastructure to the pertinent people involved with these issues. The team deliver cabling solutions to partner organisations such as Connexions and new business parks such as Rainton Bridge. Also smaller works towards Digital Challenge projects and new builds most notably the 50 Metre pool.

There is potential to provide further cabling services to partners and other organisation within the City of Sunderland and immediate area (whilst not diminishing in house service delivery / quality). Particularly assisting with any regeneration works and new development projects to expand what we do now.

PERFORMANCE INDICATORS
This service does not currently report against any Performance Indicators.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Further installations for external agencies.	Tender competitively for works that are driven with Property Services Projects.	Tender competitively for works that are driven with Property Services Projects.	Tender competitively for works that are driven with Property Services Projects.	Bringing in additional income to the council.	CIO1 CIO3 SP1 SP6 SP8	5 4	CTM
Meet the newly introduced performance monitoring smart targets.	Number of accepted quotes against quotes tendered to be above 90%. Time taken against hours estimated to be monitored. Adjustment of pricing to deliver best value for the council.	Number of accepted quotes against quotes tendered to be above 92%.	Number of accepted quotes against quotes tendered to be above 92%.	Improved service delivery quality.	CIO1 CIO3 SP1 SP6 SP8	5 4	CTM
Consider adoption of a maintenance facility for directorates and agencies.	Investigate state of existing network cable against current and future standards.	Incorporate into Service Level Agreements.	Project completed	Improved service level to council. Work for agencies will bring in additional income to the council.	CIO1 CIO3 SP1 SP6 SP8	5 4	NSM

RESOURCES

CABLING

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	120,248	123,111	127,348	Employees	135,944
2	18,159	12,019	12,019	Transport	12,019
3	38,224	52,262	52,117	Supplies and Services	57,949
	176,631	187,392	191,484		205,912
4	234,079	230,795	230,795	Less Income	252,439
	(57,448)	(43,403)	(39,311)	**Delegated Budget**	(46,527)
				Non-Delegated Items	
5	0	3,526	13,442	Employees - FRS17 Pensions Adjustment	5,330
6	16,645	17,877	17,877	Central Support Service Recharges	26,646
	16,645	21,403	31,319	**Non-Delegated Budget**	31,976
	(40,803)	(22,000)	(7,992)	**SURPLUS OF TRADING ACTIVITY**	(14,551)
	40,803	22,000	7,992	**Contribution to Main Service Budget**	14,551
	5.5	5.0	5.0	**Total No. of Staff**	5.0

Responsible Budget Holder
Cabling Team Manager

FURTHER INFORMATION

For further information about the service please see the Cabling Team Service Planning 2008/09 or contact Ian Wemyss, Cabling Team Manager, Tel: (0191) 553 1754 or (0191) 553 4232.

RESOURCES

CITY PRINT SERVICES

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to continually meet our customers' requirements for Litho Printing, Electronic Digital Printing, Finishing and Photographic services, producing high quality, cost-effective work within agreed time-scales. City Print Services is committed to delivering a service to achieve the complete satisfaction of our customers. To achieve this aim, the service:
- Is raising the profile and identity of City Print Services within the Authority and other regional bodies, through targeted marketing activities.
- Is developing a customer-focused service, delivering Best Value to customers by conducting annual customer surveys
- Develops effective management
- Develops and sustains a professional business environment that embraces the principles of continuous improvement, excellence and creativity
- Supports, values and develops staff through appraisal and relevant work related training
- Addresses environmental concerns by reviewing and developing a policy of offering recycled products and/or products with recognised eco-friendly specifications: e.g. Forestry Stewardship Council Chain of custody accreditation (F.S.C)
- Monitors waste disposal and recycling of waste paper and toner cartridges.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service undertook a targeted and monitored customer survey which will include for the first time clients from outside of the council in January 2008. Information will be gathered on value for money, quality and service (level satisfaction and awareness of services offered). City Print recognises the potential for developing its existing markets such as election materials for other councils and NHS Trusts as well as working with more partnership organisations, to provide a valued service and to raise the profile of Sunderland City Council.

The service successfully maintained ISO 9000 Total Quality Management System Certification, ISO 14001 Environmental Management Standard and achieved F.S.C chain of custody accreditation (C-o-C). City Print will continue to develop procedures, and processes, and undergo external auditing to maintain these awards. ISO 9000 is the internationally recognised standard for an organisation's internal Quality Management. ISO 14001 it specifies the requirements for an organisation's environmental management system. It applies to those environmental aspects over which an organisation has control and where it can be expected to have an influence.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
City Print is a key service in the delivery and "policing" of the corporate image strategy. The service works with corporate communications officers to develop and maintain a corporate image library containing approved images and artwork from both internal and external agencies/suppliers. The aim of this project is to improve efficiencies in design time and quality of images viewed by colleagues, partnership bodies and the general public.

City Print will continue to comply in full with the council's Equalities Policy, and also the Corporate Appraisal schemes by ensuring more staff are trained to conduct appraisals. Each section within city print has senior positions who conduct appraisals. This "top down" method ensures that core policies and values are disseminated throughout the section.

Over 50% of the current workforce are trained in multiple disciplines throughout the section i.e. print production and finishing skills (trimming, binding, glueing, laminating etc), or print production and fulfilment skills (envelope inserting, poly-wrapping, post-ready services etc). This allows for flexibility and increased productivity. This ethos is maintained but specialist training is also undertaken in areas such as variable data (mail-merges, and personalisation, colour digital output) and working with environmentally friendly materials.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
At the beginning of June 2007 the service successfully maintained ISO9001 Total Quality Management System Certification and ISO 14001 Environmental Management Standard in a joint external audit. Both of these standards require continuous regular reassessment/review for performance improvement. This process is a major aspect of the standard.

Capital investment in 2007/08 has been used to further develop digital colour print solutions, reduce environmental impacts by securing computer-to-plate process equipment and upgrade Apple Macs in the design area.

RESOURCES

CITY PRINT SERVICES

The Printer Rationalisation project seeks to identify current levels of desktop printing across the council. This involves auditing spend on printer hardware, toner and paper. Once this has been completed the aim is to manage a 6% reduction in spend on these areas. An initial estimate submitted to Deputy Chief Executive and EMT projects a target saving of £28,000.

The 2008/09 budget has been set taking into account efficiencies of £31,000 arising from a rationalisation of procurement in relation to paper and chemicals and a reduction in maintenance overheads.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
By maintaining the policy of the introduction of latest print technologies the service is committed to working closely with other directorates to deliver the best image of the authority across all awareness campaigns. This will be developed with regard to the best environmental standards (produced with lower chemical usage and recycled materials), developing design, production and print finishing services. The service seeks to provide the most cost-effective methods of providing promotional/informative materials for Sunderland City Council.

Further co-operation with colleagues throughout the council allows City Print to provide appropriate graphics/artwork for printed materials and a "Corporate Image data-base" to ensure quality and relevance of images/artwork used by Sunderland City Council. City Print also works with other authorities and charities within the City of Sunderland, providing design and print services.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
	Target Estimates	119%	102%	146%	Yes	104%	102%
	Target for value of jobs completed	105%	107%	147%	Yes	107%	104%
	percentage of monthly income target (invoice report)	105%	100%	96.53%	No mainly due to loss of work to outside agencies and print suppliers	100%	100%
	Customer Complaints as percentage of replies)	0%	<2%	0%	Yes	<2%	<2%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Colour digital production	Update colour digital production equipment Re-location of air-conditioning Re-surface of flooring Rationalise litho graphic equipment	Project complete		Maintain latest technology to provide short to medium-run digital colour materials for the council. Efficient operation of new technology Ensure compliance with Health and Safety commitments	CI03 CI01	1	PM

RESOURCES

CITY PRINT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
				Reduction in lithographic maintenance expenditure and chemical use. Reducing the carbon footprint of Sunderland City Council for the long-term benefit of the citizens of Sunderland			
Pre-press services	Replace design section Apple Macs, proofing equipment/ relevant software Upgrade current guillotine to a more cost effective machine with lower annual servicing requirements costs	Project Complete		Maintain ability to provide in-house design services and maintenance of corporate style throughout publication and promotional materials for Sunderland City Council allowing control of the corporate identity to be retained, and maintain quality and accuracy of information distributed to the public Maintain capability to supply pre-cut materials to the presses, also to "finish work to customer required sizes (business cards, invites etc) Guillotining also provides the ability print in a more cost effective manner	CI03 CI01	1	PM
Continual development of ISO 9001 and ISO 14001 accredited systems, together with requirements of Forestry Stewardship Council (FSC) Standard to correspond with service development	Continuous drive for economical quality improvement. To maintain existing quality accreditation by two external reassessment audits from SGS Yarsley and BM Trada	Continuous drive for economical quality improvement. Pass external reassessments	Continuous drive for economical quality improvement	Continuous Quality Improvement (Cycle)	CI04 SP7/A4	5	PM

RESOURCES

CITY PRINT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
		To implement the start of accreditation for the pilot scheme ISO 18001 healthy and safety standards for the authority	Pass external all reassessments of ISO 9001 ISO 14001 ISO 18001 FCS environmental Audited every six months, each year	Meeting the highest industrial standards in all areas of print communication Enabling: Wider tendering for work both internally and externally. Authority to bench mark against standards held by City Print External auditing of all business processes The creation of a comprehensive auditable, transparent and efficient service Systematic constant improvement By retaining funds for inward investment while developing a more streamlined cost-effective and environmentally friendly service City Print aims to offer best value to the citizens of Sunderland			

Note: planned financial investment is reliant on the previous year's performance and the availability of funding

RESOURCES

CITY PRINT SERVICES

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	583,699	667,399	667,289	Employees	672,104
2	3,648	14,500	14,500	Premises	14,500
3	7,102	5,200	5,200	Transport	7,700
4	848,240	991,268	990,224	Supplies and Services	919,378
	1,442,689	1,678,367	1,677,213		1,613,682
				Less Income	
5	1,605,570	1,900,000	1,900,000	Income	1,900,000
6	38,071	0	0	Delegated Budget b/fwd	
	1,643,641	1,900,000	1,900,000		1,900,000
	(200,952)	(221,633)	(222,787)	**Delegated Budget**	(286,318)
				Non-Delegated Items	
7	28,432	16,751	20,900	Employees - FRS17 Pensions Adjustment	27,073
8	163,430	167,825	167,825	Central Support Service Recharges	185,410
	191,862	184,576	188,725	**Non-Delegated Budget**	212,483
	(9,090)	(37,057)	(34,062)	**Surplus of Trading Activity**	(73,835)
	9,090	37,057	34,062	**Contribution to Main Service Budget**	73,835
	25.0	26.2	26.2	**Total No. of Staff**	25.6

Responsible Budget Holder
Print Manager

FURTHER INFORMATION
For further information about the service please see the City Print Business Plan or contact John Brien, City Print Manager, Tel: (0191) 561 1094.

RESOURCES

TRADING OPERATIONS - INDUSTRIAL UNITS AND MANAGED WORKSPACE

SERVICE ROLES AND RESPONSIBILITIES
Service roles and responsibilities for Industrial Units and Managed Workspace are outlined within Property Services (Page 188).

FINANCIAL
This section provides for the management of Industrial Units and managed workshops. The budget for 2008/09 includes provision for *the*PLACE which is opening in spring 2008.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	308,435	288,022	289,618	Employees	343,138
2	396,944	280,262	278,030	Premises	423,950
3	2,134	1,400	1,400	Transport	1,620
4	327,271	185,240	185,240	Supplies and Services	275,422
5	(208,145)	0	0	Delegated Budget c/fwd	0
	826,639	754,924	754,288		1,044,130
6	2,122,685	2,203,239	1,995,239	Less Income	2,491,576
	(1,296,046)	(1,448,315)	(1,240,951)	**Delegated Budget**	(1,447,446)
				Non-Delegated Items	
7	12,888	7,735	9,649	Employees - FRS17 pensions adjustment	13,019
8	214,817	217,260	217,260	Central Support Recharges	259,848
9	30,315	76,389	76,389	Departmental Administration	94,274
10	154,040	137,174	135,312	Asset Charges	135,312
11	266,372	93,179	93,179	Repairs and Renewals	185,112
	678,432	531,737	531,789	**Non-Delegated Budget**	687,565
	(617,614)	(916,578)	(709,162)	**SURPLUS OF TRADING ACTIVITY**	(759,881)
	617,614	916,578	709,162	**Contribution to Main Service Budget**	759,881
	10.0	10.0	10.0	**Total No. of Staff**	14.3

Responsible Budget Holders
Head of Land and Property
Surveying Services Manager

RESOURCES

TRADING OPERATIONS - MISCELLANEOUS LAND AND PROPERTY

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Miscellaneous Land and Properties are outlined within Property Services (Page 188).

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	458,125	395,516	394,474	Premises	426,406
2	101,573	144,000	144,167	Agency and Contracted Services	129,500
3	(45,626)	0	0	Delegated Budget c/fwd	0
	514,072	539,516	538,641		555,906
4	3,164,643	3,058,778	3,058,778	Less Income	3,088,285
	(2,650,571)	(2,519,262)	(2,520,137)	**Delegated Budget**	(2,532,379)
				Non-Delegated Items	
5	857,291	757,282	757,282	Central Support Service Recharges	978,378
6	20,678	79,705	79,705	Departmental Administration	58,697
7	157,850	46,184	165,653	Capital Financing/Asset Charges	162,550
8	559,481	535,443	535,443	Repairs and Renewals	433,932
	1,595,300	1,418,614	1,538,083	**Non-Delegated Budget**	1,633,557
	(1,055,271)	(1,100,648)	(982,054)	**SURPLUS OF TRADING ACTIVITY**	(898,822)
	1,055,271	1,100,648	982,054	**Contribution to Main Service Budget**	898,822
	0.0	0.0	0.0	**Total No. of Staff**	0.0

Responsible Budget Holders
Head of Land and Property
Surveying Services Manager

RESOURCES

TRADING OPERATIONS - RETAIL MARKET

SERVICE ROLES AND RESPONSIBILITIES
Service roles and responsibilities for Retail Market are outlined within Property Services (Page 188).

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	52,221	53,568	53,821	Employees	62,505
2	122,388	114,093	115,664	Premises	118,021
3	2,618	12,781	12,781	Supplies and Services	10,984
4	(9,835)	0	0	Delegated Budget c/fwd	0
	167,392	180,442	182,266		191,510
5	421,466	424,859	424,859	Less Income	431,882
	(254,074)	(244,417)	(242,593)	**Delegated Budget**	(240,372)
				Non-Delegated Items	
6	1,843	1,183	1,476	Employees - FRS17 pensions adjustment	1,978
7	31,020	34,766	34,766	Central Support Service Recharges	41,300
8	5,030	15,886	15,886	Department Administration	24,578
9	8,983	22,333	22,333	Repairs and Renewals	44,389
	46,876	74,168	74,461	**Non-Delegated Budget**	112,245
	(207,198)	(170,249)	(168,132)	**SURPLUS OF TRADING ACTIVITY**	(128,127)
	207,198	170,249	168,132	**Contribution to Main Service Budget**	128,127
	2.6	2.6	2.6	**Total No. of Staff**	2.7

Responsible Budget Holders
Head of Land and Property
Surveying Services Manager

RESOURCES

TRADING OPERATIONS - CASH IN TRANSIT

SERVICE ROLES AND RESPONSIBILITIES
Service roles and responsibilities for Cash in Transit are outlined within Property Services (Page 188).

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	220,362	268,180	269,328	Employees	255,436
2	5,505	12,074	12,305	Premises	12,076
3	77,476	148,121	148,121	Transport	119,091
4	25,270	51,153	51,153	Supplies and Services	27,971
5	150,731	0	0	Delegated Budget c/fwd	0
	479,344	479,528	480,907		414,574
6	503,824	497,914	497,914	Less Income	437,039
	(24,480)	(18,386)	(17,007)	**Delegated Budget**	(22,465)
				Non-Delegated Items	
7	8,790	5,311	5,311	Employees - FRS17 pensions adjustment	8,594
8	41,045	13,075	13,075	Central Support Service Recharges	13,871
	49,835	18,386	18,386	**Non-Delegated Budget**	22,465
	25,355	0	1,379	**DEFICIT OF TRADING ACTIVITY**	0
	(25,355)	0	(1,379)	**Contribution from Main Service Budget**	0
	10.0	10.0	10.0	**Total No. of Staff**	10.0

Responsible Budget Holders
Head of Land and Property
Security Services Manager

RESOURCES

ROLES AND RESPONSIBILITIES

"Working together to improve life chances and aspirations for each child and young person in Sunderland."

This is the shared, local vision for children and young people. To successfully achieve the vision, Children's Services has embarked upon a journey of transformation, initially by bringing together services within the council delivering improvements for children and young people. Children's Services has six specific service areas:
- Health Improvement
- Safeguarding
- Standards
- Positive Contribution / Economic Wellbeing
- Resources
- Performance Improvement and Policy.

The Performance Improvement and Policy Team is the most recent development of the Children's Services journey and brings together policy, planning, performance monitoring, joint commissioning and communications elements of Children's Services, which previously sat within the Resources and Safeguarding services.

Children's Services works very closely with key partners in the city through Children's Trust arrangements. A revised Children and Young People's Plan (CYPP) for 2007-2009 has been developed by the Trust, and this is a key tool in driving improvements for children and young people. In addition to this, Children's Services has developed its own priorities, closely linked to the CYPP. They are:

1. Co-ordinate the Change for Children Strategy (more information included in Key Issues section)
2. Establish integrated commissioning arrangements across services for children and young people
3. Strengthen the participation of children and young people
4. Strengthen Safeguarding to achieve a "Good" judgement
5. Improve arrangements for the monitoring and management of performance
6. Improve partnership working to strengthen engagement with the National Standards Framework (NSF), Sunderland Partnership, Local Area Agreement (LAA) and schools
7. Tackle racism through working with children and young people
8. Implement Building Schools for the Future (BSF) and academies programmes
9. Establish and implement a parenting strategy
10. Strengthen arrangements to manage risk taking behaviour and to develop resilience.

Strategic planning is a major feature in Children's Services, with each of the six service areas also having its own annual service plan, clearly setting out improvements for the forthcoming year. These service plans maintain the principles of the 'Golden Thread' by demonstrating clear links to the CYPP (the overarching plan for the Sunderland Children's Trust), the Corporate Improvement Plan, Sunderland Strategy and Local Area Agreement.

The next stage in the journey to achieving a fully integrated children's service is to consider the service delivery and commissioning of services, to evaluate our ways of working to ensure they are multi-agency and integrated to focus upon the needs of the child and family, and to continue to communicate with employees at each stage of the ongoing journey towards full integration.

PORTFOLIO CONTEXT
Statutory Context
Children and Young Person's Bill (sponsored by the Department for Children, Schools and Families (DCSF))
This Bill will bring into effect proposals outlined in the White Paper *Care Matters: Time for Change*, published in June 2007. New provisions include:
- Enabling pilot local authorities to set up social work practices
- Improving the transparency and quality of care planning and ensuring that the child's voice is heard when important decisions that affect their future are taken
- Increasing schools' capacity to address the needs of children in care and making the role of the designated teacher role statutory
- Ensuring that children in care do not move schools in Year 10 and 11 except in exceptional circumstances
- Giving young people a greater say over moves to independent living and ensuring they retain support and guidance as long as they need it
- Improving the quality and stability of placements for children in care, securing higher placement standards and better value for money and ensuring children in care and custody are visited regularly.

This is *"a Bill to improve services for vulnerable children and young people, including those in care"*; it remains to be seen what specific measures will be introduced relating to those not in the care system.

CHILDREN'S SERVICES

Education and Skills Bill (sponsored by the DCSF)

This Bill is based on the consultation paper *Raising Expectations*, published in March 2007, with a government response to the consultation published in July 2007 and a further paper clarifying the legislative proposals published in November 2007. It also follows on the recommendations of the Leitch Review.

The purpose of the Bill is to raise to 18 the minimum age at which young people can leave education or training (17 year olds in 2013, 18 year olds in 2015). The main elements will include duties on:

- Young people to participate in education or training
- Parents to assist and ensure their children participate. A system of penalties will be introduced for those that fail to participate. This could include fixed penalty fines (£50), court-ordered fine (£200), a parenting contract or parenting order
- Employers to release young people for education or training
- Providers to inform the local authority if a young person drops out
- Local authorities to provide support and advice to these students through the Information, Advice and Guidance service
- Local authorities to assess the education and training needs of young people aged 16 to 19 with special educational needs.

To support the implementation of the Bill

- Local authorities and training providers will have to ensure there is a full range of education and training options for young people to choose from
- Efficient registration systems will need to be put in place to monitor what young people are doing around education and training
- The Bill will be complemented by a draft Apprenticeships Bill, which intends to give statutory underpinning to the existing entitlement for all 16-18-year-olds to an apprenticeship.

The Bill also makes provision for adults to access free training in basic literacy and numeracy skills, and to gain their first level two qualification.

Draft Apprenticeships Bill (sponsored by the Department for Innovation, Universities and Skills (DIUS))

This Bill will complement the Education and Skills Bill and will reform apprenticeships, including introducing an entitlement to an apprenticeship for 16 to 18 year olds with the intention that all school leavers will be entitled to an apprenticeship place by 2013. A review of the apprenticeship programme is currently underway. The draft Bill is expected to:

- Provide a statutory definition of apprenticeships including arrangements for determining content of apprenticeship frameworks
- Place a duty on the Learning and Skills Council to provide apprenticeship places
- Introduce duties to promote apprenticeships and facilitate entry to apprenticeship programmes, and promote quality in the programmes through strengthened inspection arrangements
- Place a duty on public bodies to offer apprenticeships
- Introduce a right to public funding for apprenticeship programmes
- Amend minimum wage regulations.

Local Socio-Economic Change

Sunderland has high poverty and deprivation levels compared to many other local authorities, not least within the areas of Child Poverty and Income Deprivation. Sunderland City Council rates between 7th to 43rd out of 354 local authorities in the Government's 2007 Indices of Deprivation district summaries. (The main focus of the Indices of Deprivation is upon small 'neighbourhood' areas within local authority districts, which are ranked according to an overall Index of Multiple Deprivation containing individual categories that include income, health, employment and skills deprivation). Therefore, there are many challenges facing Children's Services to ensure that all children and young people have the opportunity to achieve positive outcomes.

Some examples of those issues are:

Falling rolls in primary and secondary sectors with the impact on surplus places

The population level in schools continues to decline and by 2010, we are likely to have 4,400 surplus places in primary schools across the city. That equates to 18% of all places. Surplus places in primary schools have a knock-on effect for nursery provision and secondary schools. An excess of places ties up resources that could otherwise be invested in teaching and learning.

CHILDREN'S SERVICES

In July 2007, Cabinet agreed that the authority should plan for the future by reviewing early years and primary school places and start the review of secondary places in preparation for the second wave of Building Schools for the Future (BSF). Consultation around Special Educational Needs (SEN) will also form part of this major review. An extensive phased consultation programme began in November 2007 and is due to conclude in November 2008.

Implementation of the proposals will be a key issue for 2009 onwards.

The accession of further new countries to the EU
An increased number of young people are entering into the school system who speak very little, or no English. These young people require immediate additional assistance including support from the ESOL Team (English speakers of other languages), and it is likely that further needs will be identified to help this minority ethnic population achieve their potential. The annual review of the Children and Young People's Plan for 2008/09 will need to take account of these issues in the section devoted to "children and young people who need extra help".

Housing issues
The continued rise in house prices and private rents affect the options for young, vulnerable people to access suitable and affordable accommodation. Priority 9 of the Children and Young People's Plan sets out the Children's Trusts' actions planned to help overcome these issues.

Other Key Issues
Joint Area Review
The report from the Joint Area Review (JAR) inspection (carried out in January 2007) was received in June 2007. There were eight recommendations in total:

For immediate action:
The council should ensure that:
- Assessment, child protection and children in need services in social care are working to the national guidance, Working Together to Safeguard Children
- The quality assurance of files and casework is effective
- Key performance indicator data in children's social care is accurate and fit for purpose
- Social Care workload management systems are effective.

For action over the next six months
- Improve communication in relation to contact with health agencies for minority ethnic communities
- Improve value for money through joint commissioning of services
- Seek further opportunities for parents and carers of children and young people with learning difficulties and/or physical disabilities to contribute their views about services.

For action in the longer term
- Take action to tackle racism so that young people from black and ethnic minorities can feel safer in the city.

An action plan is in place to secure improvements in each of these areas. It has been agreed by Cabinet and by Ofsted.

As part of the challenges arising from the JAR, Children's Services has commissioned the Improvement and Development Agency (IDeA) to test the progress made in Safeguarding since the inspection in 2007. The IDeA will use the support of Beacon Council's and provide a steer for Sunderland to make further improvements based on good practice from around the country. The review will conclude in March 2008, and a report setting out a full range of recommendations will be received, some time in April 2008.

BSF Academies
The Building Schools for the Future (BSF)/Academies Programme is a top ten priority for Children's Services and a key priority for the council. BSF is a national initiative to transform and renew all secondary schools in England in the next 10-15 years. For Sunderland the Wave 1 programme comprises £120 million in capital investment, which includes the 'Quick Win' scheme to renew Oxclose School, three 'Sunderland Model' Academies at Pennywell, Hylton Redhouse and Hylton Castle, the replacement of Washington School and two major refurbishments at Biddick School and St Robert of Newminster RC School with ICT refresh at Sandhill View School.

CHILDREN'S SERVICES

The key issues for 2008/09 are:
- Effective project management of the BSF Wave 1 Programme with a focus on standards and transformation
- Commence the roll out of Continuing Professional Development/training programme for staff in Wave I schools
- The successful undertaking of Transfer of Undertakings (Protection and Employment) (TUPE) process for staff working in schools affected by the BSF/Academies programme
- Plan Strategic Business Case for Sunderland's Wave 2 BSF project using Prince 2 methodology, in the context of overall Children's Services review of school place planning
- The continuation of effective partnership working with lead sponsors and all other partners involved in the BSF programme and in the wider partnership context.

Change for Children Strategy

The Change for Children Strategy, developed by the Children's Trust, has ten elements of change. The Children's Services Directorate has a statutory responsibility to drive the work of the Children's Trust. Developing integrated services, with a preventative focus, requires change at all levels. The key areas of this work for 2008/09 are:

Parenting
- Implementation of a multi-agency Parenting Strategy agreed in 2008.
- Establishing a Parenting Offer which is cost effective as well as effective in improving outcomes and can be funded from within mainstream monies.

Prevention and Early Intervention
- Introduction of locality based working practices including roll out of Common Assessment Framework and Lead Practitioner across the city by December 2008.
- Implementation of the national Contactpoint database.
- Implementation of the Youth Offer and embedding into practice of Targeted Youth Support.
- Engagement of schools as key partners in linking attainment to the Every Child Matters outcomes.

Participation of children and young people
- Embedding 'Hear by Rights' standards, or an equivalent set of standards which secure the engagement and participation of children and young people in service design and delivery, across all services.

Children and young people who are vulnerable
- Focus on children from black and minority ethnic (BME) background and those who are looked after.
- The achievement of the objectives in the Every Disabled Child Matters Local Authority Charter. These objectives are:
  - We know how many disabled children live in our area and that all agencies in our area are planning services on the basis of this knowledge
  - There is a key worker service in our authority providing support to families who are accessing more than one specialist service
  - Our parent partnership service is sufficiently resourced to provide advice, information and support to parents of disabled children and young people who have been excluded from school
  - Parents and carers in our area are getting accurate and timely information and advice on the full range of services available to them and their families.
  - All staff have received both disability equality training and training to ensure that they have core competencies to work with disabled children; relevant staff have received specialist training and other staff know how to contact them for information.
  - Disabled children are involved in drawing up our Disability Equality Scheme and also in monitoring its effectiveness in eliminating discrimination.
  - Our Children and Young People's Plan explains how we will provide specialist services and also make all universal services including extended schools and children's centres accessible to disabled children.
  - Disabled children and families are involved in the planning, commissioning and monitoring of services in our area, including both specialist and universal services.

Workforce Planning and Development
- Implementation of a Children's Services Workforce Development Strategy.
- Strong links with the Children's Workforce Development Council and the introduction of a Common Core of Skills and Knowledge for those working with children.

Joint Commissioning
- The establishment of three age-based commissioning partnerships in order to secure effective services, which meet the needs of children and young people and provide value for money.

- Joint commissioning arrangements for parenting support and advice to support the implementation of the parenting strategy.
- Joint commissioning arrangements to be established in relation to risk and resilience issues for young people around sexual health and drug and alcohol issues.

Equality and Diversity
- An Equality Action Plan has been produced, which outlines what Children's Service's as a Directorate will do to address inequalities. It sets actions and targets to ensure change comes about and impacts on improving outcomes for children and young people
- The plan is monitored bi-monthly by the Children's Services Leadership Team (CSLT)
- Children and young people have been consulted on the plan by means of a questionnaire about their experiences of harassment and discrimination, and what Children's Services plan to do to address this.
- The Directorate has also established a timetable for carrying out the Impact Needs Requirement Assessment (INRA) process, with all areas of the Service having completed INRAs by May 2008. Actions identified through INRA will be included in Team Planning.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Targeted Sex and Relationship Education programmes for young people developed for all settings	Yes	A sex and relationship roadshow has now been developed for young people at high risk of teenage pregnancy and poor sexual health. Roll out of school based SRE is ongoing.	SP4	2
Accessibility to sexual health and contraceptive services for young people improved in designated "hotspot areas"	Yes	The SHOWT condom distribution scheme operates in all of the teenage pregnancy "hotspot" wards.	SP4	2
Fully implement the Children's Looked After Strategy 2005-2009.	Yes	Continued to reduce the number of looked after children. Expanded range of accommodations for young people in care. Increased use of family placements achieving better outcomes for young people.	CIO3 SP3 SP4	3
Implement the secondary strategy to address all areas of under-performance	Yes	Improvement in 5+ A*-C Grades at GCSE to 55%.	CIO3 SP6	4
Use the Virtual Learning Environment (VLE) to improve on-line learning activities and support revision programmes	Yes	Greater use of VLE resulting in improvements in 5+ A*-C Grades at GCSE to 55%.	CIO3 SP6	4
Embed Assessment for Learning (AfL)	Yes	Better use of AfL in schools.	CIO1 CIO3 SP6	4

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Extend the Pupils First initiative to Phase 2	Yes	Pupils First extended to encompass (along with original 6 schools), 7 more schools (funded through NRF), 4 schools (funded through NDC) and 1 school (funded through URBAN II). In 2007 all Pupils First secondary schools achieved above government floor target of 25% and 9 primaries above government floor target of 65%.	CIO1 CIO3 SP6	4
Second year of project to tackle boys underachievement	Yes	Boys performance continues to improve at Key Stage 4.	CIO1 CIO3 SP6	4
Develop supported accommodation for care leavers	Yes	A new resource at Burlington Close, Hendon, opened in January 2007, created six beds exclusively for care leavers.	CIO1 SP3	3 5
Implement the Children Looked After (CLA) Change Strategy and Action Plan to reduce offending by children looked after by March 2007	Yes	The numbers of children looked after who offend have reduced from 45 to 35 in the year to September 2007 (official monitoring date).	CIO3 SP4 SP5	3
Increase in the number of children looked after participating in the Choices and T2W (teenagers to work) scheme	Yes	On the T2W Scheme, participation increased from 32 in 2006 to 44 in summer 2007. The management of the Choices scheme has changed and comparisons between the two years cannot now be made.	CIO1 CIO3 SP1 SP6	1 4
Baseline report on employers willing to offer work placements for disabled young people and establishment of targets for 2007-2009	Yes	Baseline report produced. However, no targets have been set as the introduction of DDA means that all employers must, by law, consider the appropriateness of offering young disabled people work placements.	CIO1 CIO3 SP1 SP6	1 4

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Children and Young People's Plan has ten key priorities aimed at "giving children and young people a better future". The priorities were set following a needs assessment of children and young people. The needs assessment sources are:
- demographic data updated and extended and drawing upon a range of sources, including the MORI Residents' Survey of 2006;
- an analysis of performance indicators;
- the views of nearly 5,000 children and young people have been fed into the needs assessment process;
- the views of 200 parents/carers have also been included.

During 2008/09 the Portfolio will finalise a Children and Young People's Engagement Strategy which will seek to embed the practice of securing the involvement of children and young people and their families in designing and delivering services.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

In the Investors in People (IIP) review of September 2007 the Children's Services directorate met all ten indicators of the IIP Standard. The report stated there had been a clear and measurable improvement in the way that the directorate manages its investment in people and it plans to improve still further, by greater participation in numbers in the Sunderland Leadership Programme, by harmonising training plans and by greater resource provision in development, that targets the sharing of best practice at all levels of individual, team and service working.

CHILDREN'S SERVICES

A key piece of work during 2007/08 has been the drawing up of the Directorate Equality Action Plan (DEAP). As a group, all children and young people are at risk of being excluded from decision making processes that affect their lives due to their age. However, some children and young people are more vulnerable to poor outcomes than others. While this vulnerability may be as a result of a disability or learning difficulty, their race or ethnicity, or their gender, it may equally be as a result of poverty, where in the city they live, their caring responsibilities or being looked after by the local authority. The Children's Services DEAP reflects this and takes a broad view of the issues which impact upon equality. During 2008/09, the implementation of the DEAP will contribute to improved outcomes for all children and young people and will support the council's objective of securing Level 4 of the Equality Standard and Level 5 in 2009/10.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

In January 2007, Children's Services underwent a Joint Area Review (JAR), an inspection of all services for children and young people across this city, including those delivered by the council, the health service, the police and the voluntary and community sector. Sunderland was awarded a Grade 3, and services were judged as being *Good* overall, with some aspects being outstanding. There were some challenges identified by inspectors for Sunderland to take forward, particularly around safeguarding children and young people. A plan to make improvements to those areas identified by inspectors has been approved by Cabinet and by Ofsted and is currently being implemented.

The JAR outcome feeds directly into the children and young people's block of the council's Comprehensive Performance Assessment, therefore contributing to its *Good* result.

Benchmarking information for 2007/08 demonstrates that overall spending on education per pupil is comparatively low, ranking 5 out of 11 when compared to our CIPFA Statistical Neighbours, and places Sunderland below average when compared to other local authorities in England. Data for Children's Social Care shows that spending is average in comparison to Tyne and Wear authorities and Metropolitan Districts. This reflects the high number of children within the looked after system and children in need, which the council is addressing through the Children Looked After Prevention and Placement Strategy to seek to reduce the number of children who enter the looked after system.

Additional investment, funded from the Dedicated Schools Grant, is proposed in 2008/09 to meet additional school redundancy costs arising as a result of falling rolls, to provide for children from day 6 of a permanent exclusion and to establish full time provision within the Pupil Referral Unit for Key Stage 1 children with behaviour difficulties.

Further improvements to the asset management base will be dealt with in the School Place Planning review, which will aim to remove surplus places in nursery, primary, secondary and special schools across the city. An extensive phased consultation programme regarding the review is planned between November 2007 and November 2008, and implementation of the proposals will be a key issue for 2009 onwards.

The service can demonstrate key improvements and efficiencies in recent years:
- A positive Audit Commission Schools Survey in 2007
- A review of Strategic Management resulted in reduced costs for the Education element of Children's Services
- The number of schools with surplus budgets has reduced
- GCSE results - 5 or more A*-C GCSEs has improved from 51.5% in 2004/05 academic year to 59% in 2006/07 academic year
- Efficiency savings have been realised primarily through the realignment of Children's Homes services that has enabled re-investment in preventive services as identified in Children Looked After Prevention and Placement Strategy
- Improved performance in the number of children entering the looked after system following the implementation of the Children Looked After Prevention and Placement Strategy
- Sunderland Youth Offending Service have out performed the regional and national averages and is only one of five YOS in the country to achieve the top score in the Youth Justice Board assessment
- Target to increase the number of young people involved in the Youth Participation Network was exceeded

The 2008/09 budget has been set taking account of £480,000 efficiency savings, details of which can be found within the relevant service planning sections within this portfolio.

CHILDREN'S SERVICES

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The Children's Trust and Children's Trust Strategic Partnerships are the major multi-agency partnerships working to improve outcomes for children and young people across the city. The Children's Trust is a statutory partnership, which the local authority is charged with driving and facilitating. The membership is wide, with partners from other council services and external agencies, such as health, the college and university, the fire and police authorities and the voluntary and community sector. The Trust drives improvements across the city through the Children and Young People's Plan. There are twelve other formal multi-agency partnerships that are aligned to Children's Trust arrangements.

There is also shared membership across the Children's Trust and its aligned partnerships, with the Local Strategic Partnership and its thematic groups. Cross-cutting issues across the two partnerships are dealt with through this shared membership and the sharing of agendas.

Another key children's partnership is the Local Safeguarding Children Board (LSCB), which is responsible for co-ordinating work across the city to ensure that children and young people are safe from harm. This means:
- Being safe from abuse and neglect
- Not being injured or killed in accidents
- Being safe from bullying and discrimination
- Being safe from crime and anti-social behaviour
- Living in secure and stable homes where they are cared for.

To strengthen partner engagement and delivery, LSCB structures and chairing arrangements will be reviewed, following a national review of progress and using the outcomes from the IDeA Peer Review.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Change for Children We will transform services for children through Children's Trust arrangements	Secure strong Children's Trust arrangements by external challenge and effective performance management arrangements	Secure strong Children's Trust arrangements by external challenge and effective performance management arrangements	Secure strong Children's Trust arrangements by external challenge and effective performance management arrangements	Positive report from Audit Commission on governance and resource management Positive Annual Performance Assessment	SP4 SP5 SP6 SP8 All CIOs	2 4 5	DCS
	Have in place a Youth Offer and action plan for Integrated Youth Support Services Common Assessment Framework in place across services for children	19 Children's Centres operating	Have in place integrated service provision with preventative focus using locality based working practices	More locally focussed services for children and young people Improved health and attainment levels for children and young people			

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CHILDREN'S SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Implement a multi-agency Parenting Strategy	Commission parenting support, which meets need and gives value for money		Improved outcomes for vulnerable young people			
	Improved systems in place to measure outcomes for vulnerable children and young people	Increased focus on vulnerable young people in the Children and Young People's Plan 2009-2012	Achieve the nine objectives in the Every Disabled Child Matters Charter				
Commissioning We will establish strong commissioning arrangements which reflect the participation of children and young people	Establish joint commissioning arrangements with Children's Trust partners for delivery of services for children	Embed joint commissioning and establish a Commissioning Team	Secure joint commissioning arrangements in place with Children's Trust partners	Services for children and young people commissioned on a needs and value for money basis	SP4 SP5 SP6 SP8 CIO1 CIO3 CIO4	2 4 5	DCS
	Implement the Positive Engagement Strategy for children and young people agreed in March 2008	Embed the Positive Engagement Strategy for children and young people across Children's Services Directorate	Review the Positive Engagement Strategy for children and young people	Positive engagement of children and young people embedded in service design and delivery across all services and reflected in Commissioning Strategy			
Performance Management We will improve arrangements for the monitoring and management of performance, including the achievement of good impacts and outcomes in Safeguarding	Link work of Performance Improvement and Policy Team to value for money working practices	Improve performance management arrangements as part of review of Children and Young People's Plan for 2009-2012		Secure, at least, good judgments for Children's Services in APA, including in Safeguarding, in 2008 Improved target setting and increased percentage of targets achieved	SP4 SP5 SP6 SP8 CIO3	2 4 5	DCS
	Implement recommendations from Joint Area Review inspection report of 2007			Secure efficiencies as part of performance management culture			

CHILDREN'S SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Partnerships We will strengthen engagement with key partners and secure improvement in risk and resilience amongst children and young people	Secure stronger links between Children's Trust and Sunderland Partnership by sharing membership and agenda As part of a Prevention Strategy, engage schools as key partners in linking attainment to Every Child Matters outcomes Establish and lead a Risk and Resilience Board with Children's Trust partners	Secure stronger links between Children's Trust and the Teaching Primary Care Trust Board by sharing membership and agenda As part of a Prevention Strategy, engage schools as key partners in linking attainment to Every Child Matters outcomes		Improved understanding of shared agenda at strategic level and inclusion of shared priorities in future plans and strategies Staff in schools form part of locally focussed service provision Improve sexual health and reduce teenage pregnancy Reduce substance misuse amongst children and young people	SP4 SP5 SP6 SP8 CIO1 CIO3 CIO4	2 4 5	DCS
Schools We will implement the Building Schools for the Future (BSF) and academies programmes	Project manage BSF Wave 1 Programme with focus on standards and transformation Plan Strategic Business Case for Wave 2 BSF, in context of School Place Planning for the Future review	Project manage (and contract manage ICT and Facilities Management) BSF Wave 1 Programme with focus on standards and transformation Plan Strategic Business Case for Wave 2 BSF, in context of School Place Planning for the Future review	Contract manage ICT and Facilities Management in Wave I programme with focus on standards and transformation Plan Outline Business Case of Wave 2 BSF, with potential for implementation of Final Business Case prior to indicative 2012 roll out	Three Academies built by September 2009 New secondary school in Washington by September 2009 Three schools rebuilt and refurbished by January 2010 Transformation of learning resulting in improved outcomes at Key Stages 3 and 4 Improvements to remaining secondary schools in the city	SP4 SP5 SP6 SP8 CIO1 CIO3 CIO4	2 4 5	DCS

CHILDREN'S SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Equality and Diversity We will promote equality and diversity	Produce a "Tackling racism among children and young people" plan with partners Continue to embed principles of Level 3 of Equality Standard for Local Government across Children's Services and support the council to achieve Level 4 Implement Children's Services Directorate Equality Action Plan	Implement "Tackling racism among children and young people" plan Embed the principles of the Level 4 across Children's Services and support council to achieve Level 5	Continue to embed principles of Level 5 across Children's Services	Improved outcomes for vulnerable young people Achieve Level 4 of the Equality Standard	CIO1 CIO3 SP4 SP5 SP6 SP8 CIO1 CIO2 CIO3	2 4 5	DCS

CHILDREN'S SERVICES

FINANCIAL

As the service does not reflect the structure of the Section 52 return, utilisation of the Dedicated Schools Grant (DSG) is demonstrated through the Section 52 return, due to the DCSF by 31st March 2008. A summary split of Education and Social Care is included as a memo item at the end of this section.

REVENUE ESTIMATES SUMMARY 2008/09
SUMMARY

Page No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				ISB	
226	162,101,547	165,093,807	166,712,563	Individual Schools Budget	168,720,266
				RESOURCES	
232	7,951,747	8,410,037	8,756,119	Resources	9,609,984
233	0	0	0	Sandhill Centre	0
233	(158,264,655)	(164,672,344)	(164,742,784)	Dedicated Schools Grants and Learning Skills Council	(167,876,050)
238	495,092	510,827	576,216	Performance Improvement and Policy	526,353
	(149,817,816)	(155,751,480)	(155,410,449)	**TOTAL RESOURCES**	(157,739,713)
				STANDARDS	
251	7,277,525	7,296,457	7,409,848	Partnership and Planning	8,022,070
252	2,361,965	2,216,224	2,157,519	School Improvement Service	2,160,931
252	116,672	499,242	503,994	Building Schools for the Future	527,067
253	110,833	116,807	129,428	Governors Section	131,093
253	3,722,225	4,261,512	4,290,926	Extended Services and Attendance Group	4,390,508
254	686,294	624,911	667,909	Standards Fund	630,465
	14,275,514	15,015,153	15,159,624	**TOTAL STANDARDS**	15,862,134
				POSITIVE CONTRIBUTION AND ECONOMIC WELL-BEING	
268	68,176	9,409	11,214	Adult Education	59,404
269	1,733,662	1,827,563	1,799,557	Youth Offending Service	1,885,857
270	2,594,515	2,741,453	2,511,016	Youth Service	2,560,172
270	289,958	186,275	247,059	Derwent Hill Outdoor Activity Centre	270,087
271	2,044,807	2,139,482	2,181,868	Services for Young People	2,192,930
	6,731,118	6,904,182	6,750,714	**TOTAL POSITIVE CONTRIBUTION AND ECONOMIC WELL-BEING**	6,968,450
				SAFEGUARDING	
282	8,293,438	8,231,959	8,523,331	Case Management	8,665,537
283	1,236,171	779,587	903,419	Central Budgets and External Placements	1,426,842
283	898,349	930,917	1,010,593	Safeguarding Children Unit	1,089,752
284	11,384,274	10,573,926	10,791,035	Services for Looked after Children	11,248,268
285	2,056,582	2,492,582	2,437,730	Services for Disabled Children	2,424,174
	23,868,814	23,008,971	23,666,108	**TOTAL SAFEGUARDING**	24,854,573
	57,159,177	54,270,633	56,878,560	**TOTAL CHILDREN'S SERVICES BUDGET**	58,665,710
	5,568.7	5,589.2	5,589.2	**Total No. of Staff**	5,490.0
287				**TRADING OPERATIONS** Derwent Hill and School Support Services	

PLANS AND STRATEGIES
Children's Services/Children's Trust
- Children's and Young People's Plan
- Change for Children Strategy

Safeguarding
- Safeguarding Service Plan
- LSCB Business Plan
- Children Looked After Strategy
- Every Disabled Child Matters Charter

Standards
- Standards Service Plan
- Policy for the Education of Refugee and Asylum Seeker Children
- Guidance on the Reporting of Racist Incidents
- Inclusion Plan
- Inclusion and Achievement Policy
- City of Sunderland Attendance Strategy
- Children Missing from Education
- Working Together on Exclusions
- Extended Services Strategy
- 14-19 Plan
- Education Improvement Partnership Plan (Memorandum of Understanding)

Positive Contribution and Economic Wellbeing
- Positive Contribution/Economic Wellbeing Service Plan
- Children and Young People's Democratic Engagement Strategy
- Sunderland Adult Learning Strategy
- Youth Drug and Alcohol Strategy
- Sunderland Youth Justice Plan

Resources
- Resources Service Plan
- Performance Improvement and Policy Service Plan
- Asset Management Plan
- ICT Strategy
- Section 52 Budget Statement (Schools Finance)
- External Funding Strategy
- Learner Support Funding for School Sixth forms
- Post 16 Transport Strategy for students in full-time education.

CHILDREN'S SERVICES

INDIVIDUAL SCHOOLS BUDGET

SERVICE ROLES AND RESPONSIBILITIES

The Individual Schools Budget (ISB) is delegated by formula to Schools Governing Bodies of the school to spend for the purposes set out in the School Improvement Plan. The priorities in the School Improvement Plan broadly reflect the corporate priorities in terms of achievement and attainment.

PERFORMANCE INDICATORS

The Scheme of Delegation of Funding for Schools includes criteria, which schools with surplus balances in excess of 5% in the secondary sector and 8% in all other sectors must meet in order to have an application for licensed surplus approved. The performance against this criteria for 2006/07 outturn are as follows:

	Number of schools with > 5% surplus	Percentage of schools with > 5% surplus	Number of schools with > 8% surplus	Percentage of schools with > 8% surplus
Nursery	-	-	4	44.44
Primary	-	-	4	4.82
Secondary	-	-	-	-
Special	-	-	1	14.29

The high level of Nursery School surpluses relate to volatility caused by various initiatives impacting on Early years and Foundation Stage provision.

The Individual Schools Budget is managed through the Resources Service of Children's Services, details of which can be found on page 227.

FINANCIAL

The construction of this budget is shown below. The ISB, including a separate contingency is shown as one line pending confirmation of 2007/08 pupil numbers due from the January pupil count.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				INDIVIDUAL SCHOOL BUDGETS - NURSERY, PRIMARY, SECONDARY and SPECIAL	
1	162,101,547	165,093,807	166,712,563	Individual Schools Budget	168,720,266
	162,101,547	165,093,807	166,712,563	**TOTAL BUDGET**	168,720,266
	4,399.4	4,458.0	4,458.0	**Total No. of Staff**	4,354.5

Responsible Budget Holder
Head of Schools Finance Unit

FURTHER INFORMATION

For further information please contact David May, Finance Manager, Tel: (0191) 561 1826.

RESOURCES

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the Resources Service is to support schools and service managers to deliver service objectives and Every Child Matters outcomes.

This support is offered through
- Finance
- Human resources and workforce development
- Business development
- School place planning.

The service provides:
- Strategic finance and budget management support
- Human Resource services including organisational and workforce development and training
- Information governance including data protection, Freedom of Information and Caldicott Guardian (principles protecting patient and other client information)
- Information systems development and commissioning
- Complaints co-ordination
- Leadership in Health and Safety and Risk Management
- Support to the Schools Forum
- Traded Services to schools in respect of finance, personnel advice and school ICT support
- Support for students
- Assurance that admissions to schools are processed fairly and effectively and in accordance with the Department for Children, Schools and Families (DCSF) Code of Practice
- Management of admission arrangements to schools, including the handling of admission appeals
- Assistance to schools and others (including Choice Adviser) to help parents through the admissions process.
- Safe, healthy school buildings, which facilitate improvement and attainment (the Capital Programme)
- Management of the Children's Service's the Capital Programme and procurement of resources for capital schemes and to manage the delivery of capital buildings projects and major maintenance programmes
- A key statutory duty by ensuring a balance of provision of school places in Sunderland
- A lead role on the Local Authorities School Organisation and Asset Management Planning (AMP) processes.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Feedback can be identified in two categories:
- Direct feedback from customers (mainly students, via interviews with them and their sponsors. Interviews are very personalised and highly confidential and the feedback is, in the main, positive)
- Indirect feedback from partners, other stakeholders and central government.

In 2008/09 there will be changes to the way in which student loans are administered, and this is likely to affect the feedback received from students. There is to be a national marketing strategy to inform students of those changes. The future delivery of the service will be promoted through the Student Loans Company rather than the local authority, to ensure students are appropriately prepared for the changes over the next few years.

Ninety six per cent of parents are successful in securing their first preference school, which is an indication of the quality of the service and process. When applying on-line, parents are asked to complete a customer survey on the ease of the process and information available.
In the future the service will:
- Develop the role of Choice Advisor to help inform parental preferences
- Carry out a review of suitability and sufficiency of Primary school places across the city.

Internally, the process of reviewing service plans on an annual basis, in conjunction with schools and other council partners, has led to either sustained or improved ratings in the last three Audit Commission School Surveys for the Services supporting schools.

To continue offering improved services to customers, in 2008/09 Resources will:
- Develop an integrated Information Technology/Information Sharing Strategy and implementation plan to support Children's Services
- Implement e-admissions, in accordance with e-government targets
- Develop a Children's Service specific ICT Strategy
- Review Terms of Reference and membership of ICT Steering Group.

CHILDREN'S SERVICES

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CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

A Workforce Development Strategy Group has been set up as a sub-group of the Children's Trust Strategic Partnership. Also, a Workforce Development Strategy Manager has been appointed to take forward the delivery of the strategy and concentrate on:
- a complete review of the current Workforce Development Strategy
- review the Terms of Reference and membership of the Workforce Development Strategy Group
- review the workforce development support structure within Children's Services
- implement objectives within the Children and Young People's Plan (CYPP).

A careful selection process, following the Recruitment and Selection procedures, ensures that initial appointments, secondments and promotions are appropriate and well informed, based upon demonstrated skills, experience and expertise and an Induction Programme is followed for all new employees.

Regular one to one supervision is key to continuous professional development and all staff are encouraged to take advantage of in-house and external training opportunities. This is also linked to the corporate appraisal system.

A number of officers are taking part in the Sunderland Leadership Programme and others have been nominated for future programmes.

In the future the service will:
- promote take up of learning opportunities through the Sunderland Leadership Programme
- develop an integrated directorate training plan, flowing from appraisal reviews
- review Children's Services training function to ensure fitness for purpose.

The Resources service supports the directorate and the whole council in achieving its aims around Equality and Diversity. The service has contributed to the Directorate Equality Action Plan (DEAP), by identifying actions to remove barriers to young people and their families accessing services.

There is also a staged approach to the service completing Impact Needs Requirement Assessments (INRAs), which offers the continuous review and improvement of services regarding equality issues, enabling access to services for all.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

Many of the individual services within Resources trade with schools, where a trend of high levels of satisfaction with services has been recorded. Buy back levels of traded services continue to remain high at 97% for 2007/08 (98% in 2006/07).

The Audit Commission School Survey 2007 shows the majority of services provided rated in the top quartile, with a number of significant positive changes demonstrated in finance, personnel and overall effectiveness of communication with schools.

Officers continue to work with schools to ensure that the requirements of the Financial Management Standard in Schools (FMSiS) are met. A programme is in place to ensure that the local authority and schools meet the government targets. These targets are that all secondary schools should have met or be working towards achieving the standard by March 2007, 40% of primary, special and nursery schools meet the target by March 2008, 80% of primary, special and nursery schools meet the target by March 2009 and the remaining schools meet the target by March 2010. In secondary schools, 15 out of 18 schools met the standard by 31 March 2007, with 3 schools working towards achieving the standard by March 2008.

Resources continues to review and implement changes as a result of recommendations made by the Internal Audit section, through their reviews. A review process has been put into place to ensure all recommendations are actioned across the Directorate. The Head of Resources regularly meets with the Internal Audit Client Manager to review progress against the audit plan.

Some schools may require capital investment on facilities such as school dining facilities, which will be procured under the corporate procurement procedures. The service is seeking to develop its role in providing advice and guidance with schools on capital procurement.

The Resources Service leads on the production and co-ordination of the Business Continuity Management Plan for Children's Services, ensuring that officers with responsibilities in the plan are familiar with it.

CHILDREN'S SERVICES

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In 2008/09 the service will:
- Conduct a full programme of service reviews, with a view to identifying further service efficiencies
- Continue to monitor and act upon benchmarking information against statistical neighbours
- Continue to work with schools to ensure they meet the FMSiS by the due date for each sector.

For Strategic Maintenance as a whole, benchmarking information for 2007/08 shows that Sunderland ranks 4th lowest spend of 11 in terms of cost per pupil when compared to our CIPFA statistical neighbours (12th highest out of 16 nearest neighbours in 2006/07).

The budget for 2008/09 has been set taking account of efficiencies of £222,000 arising from a review of income opportunities with the aim of achieving additional revenues and through other general cost efficiencies.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The work of the Resources Service is carried out in consultation with, and with direct support from, a number of key partners, including:
- Headteachers, particularly in the areas of consultation and service monitoring
- Corporate Services regarding service development and consultation
- Adult Services in relation to procurement and training facilities
- Sunderland Teaching Primary Care Trust (STPCT), regarding workforce development and planning, performance and inspection
- NEXUS
- neighbouring councils
- regional Colleges and Universities.

The service also makes a full contribution to Children's Trust arrangements, and the Head of Service is a member of the Children's Trust Strategic Partnership.

The Student Support Service works with regional partners, under national guidelines, to ensure that Sunderland is not 'out of step' with regional and national practices, and can highlight the specific needs of the city on that basis.

Primary capital schemes are being delivered in partnership with Sure Start, such as extended schools. Arrangements for capital management and admissions are being aligned with 'one city' priority objectives.

The service will continue to review and strengthen partnership working across the service and continue to work with partners on consultation events and communications strategies.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
	Percentage of eligible applications entered onto the a national web-based computer system within 3 days (Higher Education)	n/a	n/a	n/a	n/a	93%	97%
	Percentage of financial application processed within 6 weeks (Higher Education)	n/a	n/a	n/a	n/a	97%	100%
KPI 41	Projected Out-turn against budget (Non ISB)	99.5%	100%	99%	No. Small underspend	100%	100%

CHILDREN'S SERVICES

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PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
LOC 18	Surplus places in all primary schools as a % of the total school capacity	11.56%	10.0%	13.02%	No. This is due to falling rolls and is subject to review in 2007/08	10%	10%
LOC 19	Surplus places in all secondary schools as a % of the total school capacity	12.19%	13.5%	13.37%	Yes	13.5%	13.5%
LPSA 13	% of primary school classes with more than 30 pupils in years 3 to 6.	9.88%	9.5%	9.43%	Yes	9.5%	9.5%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Finance Services	Drive efficiencies in resource management and extended joint resource arrangement	Project completed		Robust management arrangements Improved Value for Money Improved sustainability Improved commissioning	CIO3		FM
Human Resource and Workforce Development	Implement HR service plan objectives Review current workforce development strategy Promote take up of learning opportunities through the Sunderland Leadership Programme (SLP)	Develop integrated training and development plan	Review workforce development needs	Staff core skills secured through continued professional development Development of a Workforce Development Plan Promote the use of the SLP across the Directorate through the Workforce Development team	CIO2 CIO2		AHoS HR WDM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Admissions to Schools Embed offer to parents to apply for on-line school places	Project completed	Use feedback from service users to make improvements to the on-line admissions process	Use feedback from service users to make improvements to the on-line admissions process	10-15% parents apply on-line leading to efficiencies in service delivery	CIO1	4	A HOS SPP
Provide 'Choice Advice' to Sunderland parents who are applying for school places	Roll out of Choice Advice	Review effectiveness of role of Choice Advisor	Project completed	Parents are able to access independent advice before applying for school places	CIO1	4	A HOS SPP
Capital Provision	Review of school places	Develop and implement proposals for school places	Project completed	Appropriate mix of school places across the city	CIO3	4	HOS
	Review Capital Team structure to align with Every Child Matters	Project completed		Integrated Children's Services Capital Strategy Investment in primary schools/fit for purpose transformed environments	CIO3	4	A HOS Cap
Finance Review SEN Funding Formula	To review the funding formula and its impact.	Project completed		Raising standards and improving access and participation in learning.	CIO3 SP6	4	FM
To oversee the transfer of student loans administration to a national provider	Commencement of data transfer	Continuance of data transfer prior to closure	Continuance of data transfer prior to closure	Provide opportunities for adults to access higher education	CIO3 SP6	4	PFO
To promote the new variable tuition fee and relevant grants/ benefits in Higher Education.	Increased presentations to students and their sponsors about the financial support available for all students.	Realign Student Awards Service in light of national changes.	Project complete	Widen participation and increase retention leading to a more educated, knowledgeable population.	CIO1 SP6	4	PFO

CHILDREN'S SERVICES

RESOURCES

FINANCIAL

The Resources budget brings together a number of Support Services within Children's Services. A large part of the budget required for the operation in respect of Finance, Personnel and EDIT depends on the buyback arrangements with schools. These services now offer a range of options leading to more uncertainty regarding income.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	6,767,429	6,008,644	5,944,143	Employees	6,231,427
2	367,483	487,129	514,780	Premises	418,364
3	190,663	117,198	121,521	Transport	167,033
4	1,490,760	1,508,539	800,102	Supplies and Services	856,837
5	879,244	924,773	924,773	Contribution to Trading Service	997,856
6	149,252	119,523	119,523	Transfer Payments	121,157
7	467,670	482,691	482,691	Third Party Payments	470,469
8	101,680	0	0	Delegated Budget c/fwd	0
	10,414,181	9,648,497	8,907,533		9,263,143
9	4,249,745	3,158,533	2,358,459	Less Income	2,143,548
	6,164,436	6,489,964	6,549,074	**Delegated Budget**	7,119,595
				Non-Delegated Items	
10	1,805,113	1,542,069	1,542,069	Central Support Service Recharges	1,432,806
11	1,191,950	0	0	Departmental Administration	0
12	61,101	54,714	54,714	Repairs and Renewals	56,662
13	213,053	42,716	72,781	Asset Charges	121,747
14	659,083	987,702	1,244,609	Employees - FRS 17 Pensions Adjustments	1,659,803
	3,930,300	2,627,201	2,914,173		3,271,018
15	2,142,989	707,128	707,128	Less Income	780,629
	1,787,311	1,920,073	2,207,045	**Non-Delegated Budget**	2,490,389
	7,951,747	8,410,037	8,756,119	**TOTAL BUDGET**	9,609,984
	98.6	94.0	94.0	**Total No. of Staff**	89.7

Responsible Budget Holder
Head of Resources

CHILDREN'S SERVICES

RESOURCES

SANDHILL CENTRE

This budget shows the relevant costs of the Sandhill Centre that are recharged to service users.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	65,794	68,074	68,074	Premises	70,200
2	2,594,817	2,441,259	2,441,259	Unitary Payment	2,651,697
3	33,942	201,751	201,751	Contribution to PFI Smoothing Reserve	178,472
	2,694,553	2,711,084	2,711,084		2,900,369
				Less Income	
4	30,000	32,400	32,400	Income	32,400
5	1,548,530	1,548,530	1,548,530	PFI Credits	1,548,530
6	1,116,023	1,130,154	1,130,154	Departmental Contributions	1,319,439
	2,694,553	2,711,084	2,711,084	**Delegated Budget**	2,900,369
	0	0	0	**TOTAL BUDGET**	0

Responsible Budget Holder
Finance Manager

DEDICATED SCHOOLS GRANT AND LEARNING SKILLS COUNCIL

The estimate for 2008/09 includes an indicative Dedicated Schools Grant (DSG) allocation of £161,748,000 and estimated LSC allocation of £6,128,050. The DSG final allocation will be confirmed in June 2008 following confirmation of the January 2008 pupil numbers. The LSC are currently reviewing the way 6th Forms are funded and are not included in the figures below.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
1	(158,264,655)	(164,672,344)	(164,742,784)	DSG and LSC Income	(167,876,050)
	(158,264,655)	(164,672,344)	(164,742,784)	**TOTAL BUDGET**	(167,876,050)

Responsible Budget Holder
Finance Manager

FURTHER INFORMATION

For further information about the service please contact the officers below:

Paul Campbell, Head of Resources, (0191) 561 1356
David May, Finance Manager (0191) 553 1826
Lynne Casey, Human Resources and Workforce Development Manager (0191) 553 1448
Tony Skipper, Business Development Manager (0191) 553 1390
Val Thompson, School Place Planning Manager (0191) 553 1437

or see the following plans/statements:

- Asset Management Plan
- ICT Strategy
- Section 52 Budget Statement (Schools Finance)
- External Funding Strategy
- Learner Support Funding for School Sixth forms
- Post 16 Transport Strategy for students in full-time education.

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to bring together performance management arrangements across Children's Services, schools and partners in order to continuously improve provision and secure improved outcomes for children and young people.

To achieve this aim the service:
▪ Leads and co-ordinates service planning process across Children's Services
▪ Co-ordinates inspections and other external reviews
▪ Leads on the establishment of joint commissioning arrangements with partners
▪ Leads on strengthening and promoting Equality and Diversity awareness
▪ Leads on sustaining Children's Trust arrangements and the development of the Children and Young People's Plan
▪ Drives the Change for Children agenda with partners
▪ Produces regular communications across Children's Services and the Children's Trust
▪ Leads on the management of information systems to analyse need and use performance information to secure service improvement and development
▪ Leads on giving target setting support, interpretation and presentation of performance information.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Performance Improvement and Policy Service leads on the co-ordination of the Children and Young People's Plan (CYPP). The Plan was reviewed in 2006/07 with a new plan for 2007-2009. An important part of the review process was the needs assessment, which ensures that the improvements planned are customer focused. The needs assessment was carried out by analysing information from a number of sources:
▪ Demographic data - compiled by drawing upon a range of sources, including the MORI Residents Survey 2006, which provides information on what the people of Sunderland think about the services provided to them
▪ Performance data - analysis of performance indicators across the local authority and performance information from other agencies
▪ Self assessment and inspection - through the Joint Area Review (JAR), the Annual Performance Assessment (APA) and the Comprehensive Performance Assessment (CPA)
▪ Consultation with children and young people - the views of nearly 5,000 children and young people were fed into the needs assessment process
▪ Consultation with parents/carers - the views of 200 parents/carers were fed into the needs assessment process.

This activity forms a key part of the Children's Trust commissioning process which is a major area of work for the Service. It involves bringing agencies together to effectively and efficiently plan and deliver services that improve outcomes for children, young people and their families.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The Performance Improvement and Policy Service leads on Equality and Diversity issues on behalf of Children's Services. This includes attending the Corporate Equality Group and working with colleagues across Children's Services to progress issues raised at that group. The major areas of progress in 2007/08 for Children's Services were:
▪ the contribution it made to supporting the council's achievement of Level 3 of the Equality Standard
▪ the creation of the Directorate Equality Action Plan (DEAP), which outlines what Children's Services will to do to address inequalities. It sets actions and targets to ensure change comes about that makes an impact on improving outcomes for children and young people
▪ the implementation of a timetable for the review of INRAs (Impact Needs Risk Assessments).

In 2008/09, the service will:
▪ Support the council in achieving Levels 4 and 5 of the Equality Standard
▪ Ensure that all teams within Children's Services carry out an INRA to remove barriers to accessing services
▪ Ensure all staff across Children's Services undertake Equality and Diversity on line training.

The service has a strong culture of appraisal, which is supported throughout the year by regular one to one meetings between staff and their line managers. Staff development is encouraged, linked to the appraisal process and service planning, ensuring the 'Golden Thread' of performance improvement is evident throughout.

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
During 2007/08, the Performance Improvement and Policy Service led on the preparation of the post-JAR action plan and has had responsibility for improving target setting through support and training for staff. The impact of that should be realised in outcomes for 2008/09.

During 2008/09 work will progress on securing a 'Good' judgement for safeguarding in the 2008 Annual Performance Assessment (APA) and in ensuring that our work in improving outcomes for children and young people also impacts upon the new Comprehensive Area Assessment (CAA) inspection framework.

The budget for 2008/09 has been set, taking into account efficiency savings of £32,000. These have arisen from
- A review of the staffing arrangements (£15,000)
- General efficiencies following the re-alignment of budgets (£17,000).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Performance Improvement and Policy Service leads on embedding and developing the Children's Trust arrangements for the city. It also manages these arrangements by ensuring efficient operation and organisation of meetings, providing administrative support including disseminating minutes of meetings to all members and performing any other responsibilities as assigned by the Children's Trust.

The Communications Team of the Performance Improvement and Policy Service supports the council in improving its image, by providing advice and support to colleagues across the directorate on meeting the corporate style for all publications and policy documentation.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Lead on the establishment of joint commissioning arrangements across Children's Services	Through a communication strategy, disseminate key messages about joint commissioning

Establish with Children's Trust partners an integrated performance information database and a framework for sharing information with commissioning partnerships. | Establish a joint commissioning unit | Develop joint commissioning arrangements in line with needs assessment. | Data library to provide responses to enquiries relating to joint commissioning.

Extension of Performance Improvement and Policy team or creation of group of staff being members of virtual Joint Commissioning Unit.

Improved understanding of Children's Services staff about what Joint Commissioning is and what is happening in Sunderland | CIO1 CIO4 | | PCM |

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Lead on the establishment of integrated service provision with a preventative focus using locality based working practices	Establish a Prevention Strategy Establish an "holistic view" of the child and family in terms of data and interventions by bringing together existing databases	Roll out of integrated working practices, including Common Assessment Framework (CAF), locality based working and improved information working	Continue to roll out of integrated working practices	Improved confidence of staff in using CAF. Increase in number of CAFs completed. Reduction in inappropriate Child Protection and Child in Need referrals to safeguarding. Increase in number of practitioners working in multi agency teams.	CIO1 CIO4		HOS
Secure the engagement and participation of children and young people in the Children and Young People's Plan (CYPP) for 2009-2012	Implement the Children and Young People's Participation Strategy Co-ordinate the inclusion of children and young people's key messages in the annual needs assessment for the Children and Young People's Plan.	Establish a framework for feeding back to children and young people on the impact of their involvement in the Children and Young People's Plan needs assessment.	Project complete	Increased number of children and young people involved in CYPP 2009-2012 System in place to provide feedback to children and young people, measured by levels of satisfaction of children and young people in the system Engagement and Participation Strategy published.	CIO1		PCM
Embed the principles of Level 4 Equality Standard across Children's Services	Establish data monitoring systems to systematically record and report activity and impact around Directorate Equality Action Plan (DEAP) INRA actions to demonstrate impact.	Implement and monitor the DEAP and co-ordinate the INRA process in order to improve accessibility to services.	Review and update the DEAP in line with actions identified through the INRA process.	Delivery of actions in the DEAP. All required INRAs complete. Baseline data established and improvement measured by March 2009.	CIO2		IM

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Engage schools in the Every Child Matters agenda	Provide schools with improved contextual data across the five outcomes, following consultation with schools and governors Working with the School Improvement Team, support improvement in skills in completion of Self Evaluation Form across the five outcomes.	Prepare a business case, secure funding and roll out the 'Think it Through' project to improve knowledge amongst young people and staff in schools of the Every Child Matters agenda.	Working with the School Improvement Team, support improvement in skills in completion of Self Evaluation Form across the five outcomes.	Contextual data pack devised in partnership with schools available. Fewer notices to improve around ECM outcomes Positive comments from Land Managing Inspectors (LMI) on quality of Self Evaluation Forms. Greater understanding of links between APA grade criteria and school Self Evaluation Forms All secondary schools have the opportunity to present 'Think it Through' Improved understanding of wider Every Child Matters (ECM) agenda	CIO3 CIO4		HOS
Improve how we work in partnership	Secure a planning and information presence on appropriate partnerships. Develop a consistent service offer to all partnerships (including schools) and Heads of Service	Project complete		Service Standards in place with partnerships and Heads of Service Improved clarity and satisfaction over service offer from Partnerships and Heads of Service, measured by Quality and Assurance in March 2009.	CIO4		PCM & IM

CHILDREN'S SERVICES

PERFORMANCE IMPROVEMENT AND POLICY

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve the services offered by Performance Improvement and Policy Team	Establish a set of service standards outlining which services are provided, for whom and how Produce induction programme for staff joining Performance Improvement and Policy	Continue to provide induction programme for all new staff. Improve the working environment for all staff	Continue to provide induction programme for all new staff.	Service Standards in place with partnerships and Heads of Service Induction programme available for use from March 2009 onwards Clear understanding of ways of working for new staff, measured by completion of evaluation of induction programme Reduced sickness absence.	CIO2 CIO3		HOS

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	689,807	752,710	818,244	Employees	821,166
2	3,252	3,174	3,174	Transport	3,066
3	194,670	90,147	125,747	Supplies and Services	106,270
	887,729	846,031	947,165		930,502
4	84,929	17,000	59,300	Less Income	17,000
	802,800	829,031	887,865	**Delegated Budget**	913,502
				Non-Delegated Items	
5	41,108	79,232	79,232	Central Support Service Recharges	79,490
6	32,632	19,663	26,218	Employees - FRS 17 Pensions Adjustment	36,217
	73,740	98,895	105,450		115,707
7	381,448	417,099	417,099	Less Income	502,856
	(307,708)	(318,204)	(311,649)	**Non-Delegated Budget**	(387,149)
	495,092	510,827	576,216	**TOTAL BUDGET**	526,353
	20.6	23.5	23.5	**Total No. of Staff**	23.5

Responsible Budget Holder
Team Leader - Policy and Planning

FURTHER INFORMATION
For further information about the Performance Improvement and Policy Service, please contact:
Norma Hardy, Head of Service Tel: (0191) 561 1432
John Markall, Planning and Commissioning Manager Tel: (0191) 566 1836
Karen Parry, Communications Team Leader Tel: (0191) 566 1794
Andrew Baker, Performance and Information Team Leader (Education) Tel: (0191) 561 1402
Ken O'Neill, Performance and Information Team Leader (Safeguarding) Tel: (0191) 561 7917.

CHILDREN'S SERVICES

STANDARDS

SERVICE ROLES AND RESPONSIBILITIES

The primary aims of the service are to:

- Ensure parents and carers receive support in helping their children to enjoy and achieve
- Provide early years services that promote children's development and well-being and help them meet early learning goals
- Ensure educational provision for children aged 5-16 is of good quality
- Support schools and wider partners in the development of the 14-19 agenda
- Enable and encourage children and young people to attend and enjoy school, achieve highly and access a range of recreational activities including play and voluntary provision
- Ensure provision is made for children who do not attend school.

To achieve these aims, the service:

- Provides advice and support to pupils and parents on school attendance and related matters, ensuring that all children and young people have full access to learning programmes to meet their individual needs
- Works to integrate early childhood services through Children's Centres for young children and their families, securing sufficient childcare so that parents can exercise choice
- Improves the quality and effectiveness of early years practice in all early years foundation stage settings 0-5 years
- Supports schools to develop and maintain services which meet the Core Offer for the national Extended Services in and around schools programme
- Initiates action designed to reduce the number of permanent and fixed-period exclusions
- Manages provision for pupils who are unable to attend school due to sickness, anxiety or pregnancy
- Delivers direct teaching, curriculum materials, in-service training and assistance in school development to support children from traveller families, minority ethnic communities, asylum seekers and Children Looked After
- Delivers safe, efficient and effective home to school transport and manages the process for issuing free travel to school passes
- Delivers the council's statutory responsibilities for SEN (Special Educational Needs)
- Promotes the basis for inter-agency working to achieve a more coherent SEN service to users
- Represents the Local Authority in SEN Tribunals
- Has a managed, multi-agency approach to individual referrals for pupils with special and additional educational needs
- Co-ordinates multi-agency approaches to whole school issues regarding SEN, through the pyramid system and operates a multi-agency review system to ensure that all work undertaken meets the needs identified
- Provides training, advice and support to schools to reduce their reliance on statements as the vehicle to meeting special needs and supports schools in proactive work to reduce the incidence of learning and behaviour difficulties and mental health problems
- Liaises with parents, the Health Service and the Safeguarding Service to secure appropriate out of city placements
- Provides assessments of individual pupil needs in specialist areas of special education needs, e.g. sensory impairment, language and communication, etc
- Provides support in differentiating curriculum targets and developing individual curriculums for pupils
- Works in partnership with hub/lead schools to develop partnership networks in areas of special educational needs, working across the city and via identified local teams
- Challenges schools when monitoring standards and setting targets
- Provides intensive support for schools causing concern
- Develops schools' capacity for self-evaluation
- Promotes and disseminates good practice and celebrates achievement in schools
- Supports challenging targets being set and monitored for all SEN pupils
- Supports schools in their provision mapping and provides materials to support and enable pupils access to the curriculum within all SEN areas
- Provides training for all schools, both within school and via the Inclusion and Achievement Training Plan, targeted at empowering staff to support pupils with SEN
- Works with parents, in partnership with schools, via training and support for their child in accessing the curriculum
- Continues to develop strong partnerships and a common understanding of roles and responsibilities in developing the 14-19 agenda
- Manages provision for vocational education in two Skills Centres.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

To ensure that customers are at the heart of its full range of services, the Standards Service uses a range of methods to understand the needs of those customers. Termly meetings with schools, Headteachers and Governors are in place across Children's Services with the opportunity for the exchange of views. Children, young people and their parents/carers or families can express their views through a range a methods, including customer satisfaction surveys from the Children's Information Service. Other feedback comes through external evaluation and reviews, such as Annual Performance Assessment, the Audit Commission School Survey and feedback from the National Strategies Teams. All of this is used to inform service planning to make continuous improvements to services offered, or when designing and commissioning new services. Some examples include:

Through the Department for Children, Schools and Families (DCSF) "School Improvement Partners (SIP) Brief", the agenda for SIP visits was introduced nationally. To implement this programme in Sunderland, the School Improvement Service engaged in transparent consultation and collaboration with primary and secondary schools, resulting in Headteacher satisfaction with the programme. This level of consultation and collaboration will continue as the programme develops to maintain satisfaction levels.

During 2007 the School Improvement Service worked with 75% of schools on individual curriculum development projects. All schools are at different stages depending on the project, but each is engaging schools in working collaboratively with Children's Services, and one another, to share and develop good practice. The impact will vary according to each project but will ultimately affect pupil outcomes as engagement with learning increases as a result of each schools' more relevant, motivational curriculum.

In February 2005 through the 14-19 Education and Skills White Paper, Government set out proposals to introduce vocational diplomas in 14 different subjects by 2013. This is an area that Children's Services and schools are keen to develop in order to offer more choice in the 14-19 curriculum and improve life chances for young people in this city, thereby improving economic stability. Schools are driving this project forward and have formed a strong partnership to introduce the Diplomas in a phased way. Two Skills Centres are in place at Harraton and Pallion, and much of the vocational curriculum is delivered in these centres by schools and other partners, such as work-based learning providers. Since the establishment of the schools partnership, the Skills Centres and the developing vocational curriculum, GCSE results at 5+A*-C Grades have risen and are at their highest ever level at 59% in 2006/07.

In 2006/07 a Childcare Sufficiency Audit was undertaken to gather information on childcare supply and parental demand. From the findings of the audit, an action plan has been produced to address issues raised by parents and increase take up of places. The Childcare Sufficiency Audit will be reviewed in 2008 and a new audit completed by March 2009.

Since June 2006, "Listening to Young People" training has been delivered to professionals working with young children under the age of 8 years. This training helps professionals recognise the importance of using young people's views to design the services they receive. A self-assessment toolkit has been developed to enable practitioners identify the impact of the training on their service.

A four-phase evaluation of the Modernisation of Childcare for children in need began in 2004. Phase 1, completed in September 2005, focused on re-modelling childcare for vulnerable children in Hendon and Coalfields and the outcomes were more places available for children in local settings. In Phase 2, consultation with users of the new service was undertaken and showed that the parents were satisfied with the service. Phase 3 of the modernisation process was completed in September 2007. This involved closing Thompson Park Nursery and moving places to three local settings in the North Cluster. The final phase, Phase 4, is currently being planned. This will focus on Concord and Thorney Close social care nurseries. The evaluation of each phase of this process has shown that the parents are pleased with the new service.

Through annual customer monitoring and evaluation, 98% of customers rated the Children's Information Service (CIS) as good or excellent and 71% stated that the service had helped them to find childcare. To improve the service even further, CIS will improve the information it holds regarding childcare vacancies with providers.

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Participation of children and young people, their parents and carers is a major focus for both the Home School Partnership and Every School Day Counts programmes, to ensure that customers have a say in the level of service they receive. These are both preventative programmes developed through the Children's Fund, that aim to intervene at the earliest stage where difficulties are identified, so that services can continue to be provided at a universal level. Both programmes have made significant contributions to the "Involvement of Children" strand of the Children's Fund and the Hear By Rights agenda for primary aged children in the city. This has led to children and young people developing a Participation Mission Statement.

Schools achieving Quality in Study Support need to demonstrate evidence of pupil participation in the design and delivery of out of school activities. Twenty percent of schools have already gained Quality in Study Support status, with a further four schools working towards it. In 2008/09 the Quality in Extended Schools scheme will be piloted with a cluster of schools; this also embeds participatory practice with young people.

To support service improvement consultation was carried out with service users and stakeholders. As a result, changes to the staffing and service delivery of the Educational Psychology Service have been introduced which have brought about increased service capacity. Initial informal feedback from schools is that these changes have been well received.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The Standards service makes a full contribution to issues that affect the whole council. A major focus of the service is to ensure that children, young people and their families have equal access to services and to improve outcomes for vulnerable young people. Through Children's Centres, families can access a range of services within their local area. The Partnership and Planning Team works with schools to ensure that places are made available in local schools for young people with learning difficulties and/or disabilities, providing support to help schools manage this provision. The School Improvement Service works with young people who are in care, have English as a second language or are from asylum seeker and traveller families to ensure they receive the support they need to achieve the best possible outcomes.

To achieve these outcomes, the Standards service contributes to the Directorate Equality Action Plan (DEAP) to promote equality and diversity across the service and improve outcomes for children and young people. There is also a staged approach to the service completing the Impact Needs Requirements Assessment (INRA) process, to assess where barriers might exist in accessing services. Where areas are identified, plans are put in place at service or individual team level, to remove these barriers.

Using the 'Golden Thread' process, the Standards Service has a structured approach to appraisals and staff development. Bi-annual appraisals are carried out (full appraisal and review) which are linked to service priorities and planning, and are supported by regular one to one meetings between line managers and their staff. Staff development is encouraged, and is also linked to appraisals and therefore service priorities. To build leadership capacity in Standards, eight staff have completed the Sunderland Leadership Programme and a further five are nominated for future places.

As well as this 'full service approach', much work is also happening within individual teams and with partners. The School Improvement Service has developed a programme of joint Continuing Professional Development (CPD) for School Improvement Partners and Headteachers which has been recognised and rated highly by the National Strategies regional team. The aim of this programme is to provide well-focused relevant CPD whilst strengthening even further the partnership and collaborative working with schools. This will build capacity for high quality dialogue within and beyond the School Improvement Partners (SIP) Programme and will ultimately mean increased accuracy of school self-evaluation.

The newly established Education Improvement Partnership is keen to ensure strong staff development systems are in place in order to build capacity in the workforce to improve the services it provides. In particular, training is to include:
- Teacher Effectiveness Enhancement Programme (TEEP)
- Secondary and primary national strategy
- Diploma training (14-19)

The Partnership and Planning Team continues to employ Assistant and Trainee Educational Psychologists, who are supported through their postgraduate training, while gaining real work experience and offering the opportunity of employment once training has been completed.

CHILDREN'S SERVICES

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CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

In the recent Joint Area Review (2007), the Enjoy and Achieve section was awarded a Grade 3 (out of 4) and was judged as being *Good*. This is the outcome area that Standards focuses on, demonstrating that the services delivered are efficient and effective. The JAR outcomes for the children and young people's block of the CPA assessment, which took place at the same time, was also judged as Good.

Challenges remain in meeting performance indicators, with levels of performance generally mid range when compared to other local authorities. There are 21 performance indicators monitored in relation to the Enjoying and Achieving outcome within the Children and Young People's Framework and Local Area Agreement. Of those indicators, 15 are improving (71%), 2 remain stable (10%) while 4 are declining (19%).

The number of schools with surplus budgets is reducing. 2006/07 outturn information shows that 9 schools were over the agreed thresholds, compared to 11 in 2005/06, and these are robustly managed through the scheme of delegation and consultation with the Schools' Forum.

Attendance in schools has improved steadily since 2000/01 in both primary and secondary schools, however the absence rate in primary schools increased slightly in 2006/07. Truancy sweeps will continue to be undertaken with colleagues from Northumbria Police, and the 'Every Schoolday Counts' project working in partnership with many statutory, non-statutory and private organisations to assist schools with their strategies of changing parental perceptions to education, celebrating achievements, and sharing success in addition to tackling casual absence, lateness and holidays in term time

The Standards service is looking to improve its efficiency and effectiveness as a service through the following steps:
- Contribute to a school place planning review which will cover provision for 0-19 year olds in the city to secure a reduction in surplus places and efficient use of premises;
- Develop the role of the Standards Fund monitoring group to robustly monitor and report upon extensive grant funding;
- Develop the role of the Schools Forum, and working with them, implement revised regulations on reducing levels of surplus in school balances;
- Use the Schools Forum more effectively to improve benchmarking of Section 52 outturns;
- Engage in a corporate review of procurement arrangements which will include Home to School transport.

Overall spending per pupil is average, reflecting the demography of the population. Significant partnership working with schools has seen increased attainment, particularly at Key Stage 3 and GCSE levels. Early indications show that those secondary schools who received support through the Pupils First initiative have seen an increase in the number of pupils who have achieved 5 or more A*-C GCSEs (increasing from 51.5% in 2005/06 to 55% in 2006/07). The challenge for Standards is to embed this good practice in all schools throughout the city.

With regard to provision for pupils with SEN, 2007/08 benchmarking shows that Sunderland is ranked as 2nd lowest out of 11 in terms of spend per pupil compared to our CIPFA statistical neighbours. The low levels of expenditure in SEN reflect the high delegation of resources to schools for statemented pupil support. Performance in respect of statemented pupil support is also good with 100% of assessments meeting required timescales in 2006/07. In addition, low SEN expenditure on external placements reflects investment in SEN services within mainstream schools and specialist units rather than external placements. This approach provides significant value for money as well as improved outcomes for children who do not need to go out of the area to meet their special needs.

Home to School transport expenditure is low compared to other local authorities, with Sunderland ranked the lowest in 2007/08, when compared to its statistical neighbours. This reflects the population density of the city and also the value for money approach to contracting, whereby all routes are mapped, transport is matched to need and usage of each vehicle is maximised. This has allowed efficiency savings to be achieved in 2006/07 and 2007/08.

Expenditure per pupil on Behaviour Support is low comparatively, but performance is high. There is a strong Behaviour Partnership with schools which has led to the number of permanent exclusions being reduced and the number of days lost through fixed term exclusions much better than national comparators.

Expenditure on non-maintained nursery provision is lower than comparators, which reflects the long-term investment in, and the development of, maintained provision. Ofsted inspections on 122 private and voluntary nursery providers demonstrates that 90.9% of provision in the city is rated as satisfactory or better.

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The budget for 2008/09 has been set, taking into account efficiency savings of £178,000, arising from a review of staffing arrangements and the re-alignment of budgets following base budget reviews.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
There is a raft of successful partnership working across the Standards Service, all aiming to achieve better outcomes for children and young people and raise the profile of the city. These include:

The Schools' 14-19 Partnership - all secondary schools are signed up to delivering a first class 14-19 education through the implementation of vocational diplomas. A pooled budget is in place to ensure maximum use is made of Skills Centres, and that effective commissioning of services is in place to deliver the vocational curriculum across the city.

The School Improvement Service is engaged in a range of curriculum projects with schools, which involves officers working in partnership with schools and schools working with each other to improve the quality of the curriculum for pupils. The service also works in partnership with the National Strategies Teams to improve provision in schools in different aspects of learning and teaching. This joint working has been beneficial to all of those involved and results in 2007 were the best for the city to date.

The Early Years Foundation Stage team supports schools and settings with low Foundation Stage Profile (FSP) scores to improve. Seventeen schools received intensive support throughout 2006/07 and as a result, 11 improved their scores in 2007. Half of the schools in the city delivering foundation stage received support for moderation of FSP. A total of 37 primary schools across the city have improved FSP scores in 2007. Support to schools for 2007/08 will focus on those schools with the highest number of lower achieving pupils. Through inspection, 62% of foundation stage schools were rated 'Good' and 19% rated 'Outstanding'.

The Early Years and Childcare Strategic Partnership is a consultative forum for stakeholders in early years. The Partnership is currently being reviewed to re-align with integrated commissioning arrangements. Once the integrated commissioning arrangements have been agreed the Partnership will be incorporated within them. The governance arrangements for localities and site level will be established.

The Sunderland Extended Schools Programme makes a significant contribution to the city's strategic priorities to improve the quality of life and "narrow the gap" between the most and least deprived. A phased implementation plan to take schools through a structured change management programme was delivered to ensure schools in the highest areas of deprivation received early and continuing support. Future plans are to devise an Enhanced Core Offer as part of the Sunderland Extended Services Strategy to provide prioritised support to schools in the highest 20% of super output areas in the IMD (Indices of Multiple Deprivation).

Extended Services also works with the School and Family Nurturing programme to create emotionally healthy schools and improve the emotional well-being of children and parents. As a result, 97% of schools offer some form of parenting support, with 81 schools (69%) offering the full Core Offer for Extended Schools Parenting Support. A future development is to deliver the universal tier of parenting support for the Parenting Strategy through Extended Schools and Children's Centres.

Extended Services works with eight secondary schools to support the reduction of anti-social behaviour. The "Safe Places To Be" Programme delivers out of school activities between 8.00am and 6.00pm to reduce the risk of young people becoming victims of crime. Targets are to increase the number of secondary schools offering extended hours to 10 by 2008 and 17 (100%) by 2010.

In November 2007, an external evaluation of the School Improvement Team's work was carried out by a team of Senior Directors from the National Strategies Team. This review focused on the support provided for schools causing concern and the outcome was extremely positive, with judgements ranging from good and outstanding.

The secondary schools' Behaviour Partnership was a pathfinder partnership and continues to be successful. The partnership manages permanent and fixed term exclusions, which are at extremely low levels compared to other authorities. Through this partnership, young people who are referred to the Pupil Referral Unit are supported, through focussed work and interventions, so that they can progress to further education, employment or training once they leave school.

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SEN Partnerships for Autism, Physical and Medical Difficulties and Sensory Impairments are now embedded and are operating successfully. Areas developed over the last 12 months are entry and exit criteria and resourced provision, identification of training and development across all schools, development of accredited courses, increased opportunities for access to improved service provision.

Sunderland was one of 18 local authorities, invited by DCSF, and participated in the "Developing Local Authority Hubs of Effective Practice in SEN(Special Educational Needs) / LDD (Learning Difficulty and/or Disability)". This was a national evaluation of SEN/LDD provision and a report will be received in April/May 2008 setting out the findings of the research.

In 2008/09, the Education Improvement Partnership (EIP) will be established to build on the success of Excellence in Cities. This Partnership, which comprises schools and key stakeholders, will work with the local authority to support a strategic overview, linking with the Sunderland Learning Partnership and in particular 14-19 and City Learning Centres.

Section 17 of the Crime and Disorder Act (1998)

For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Joint arrangements are in place with Education to ensure that Looked After Children are attending school	**R.34** Statistics in relation to Children Looked After (LAC) should be collected on the number of school placements for each young person	ACE project is working to track the attendance of looked after children. As part of the process they record the schools that young people attend. Swift is updated once information is received. Information is checked and quality assured via Performance and Information Team using the Education Management System (EMS -now know as ONE) in terms of school history for LAC attending Sunderland schools. LAC attendance data is currently collected via ACE project team, however it is envisaged that this will be "automated" by April 2008 with the implementation of Attendance EMS and B2B software to enable dynamic pupil level data (for all pupils including LAC) to be transferred electronically on a weekly basis	The LACE Team and the Attendance Team will jointly ensure that systems are in place to monitor school attendance of Children Looked After.	Continued Monitoring

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PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 38	Percentage of 15 year old pupils in schools maintained by the Local Authority achieving 5 or more GCSEs or equivalent at grades A*-C	51.5%	55%	55%	Yes	60%	62%
BVPI 39	Percentage of 15 year old pupils in schools maintained by the Local Authority achieving 5 or more GCSEs or equivalent at grades A*-G, including English and maths	85.1%	87%	85.4%	No. Improving trend up to 2006.	90%	91%
BVPI 40	Percentage of pupils in schools maintained by the Local Authority achieving Level 4 or above in the Key Stage 2 mathematics test	73%	82%	74%	No. Improving trend up to 2006.	82%	82%
BVPI 41	Percentage of pupils in schools maintained by the Local Authority achieving Level 4 or above in the Key Stage 2 in English	78%	82%	75%	No. Declining trend up to 2006.	83%	83%
BVPI 43a	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exception	100%	100%	100%	Yes	100%	100%
BVPI43b	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including exceptions	77.6%	80%	74%	No. Late advice from other agencies prevented the service meeting this target.	81%	82%
BVPI 45	Percentage of half days missed due to total absence in secondary schools maintained by the local authority	8.43%	8.6%	8.43%	Yes	8.49%	8.34%
BVPI 46	Percentage of half days missed due to total absence in primary schools maintained by the local authority	5.39%	5.43%	6.07%	No. Due to a flu epidemic in the academic year, absence was higher than anticipated.	5.36%	5.3%

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PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 181a	Percentage of 14 year old pupils in schools maintained by the Local Authority achieving Level 5 or above in the Key Stage 3 English test	69%	76%	71%	No. Improving trend up to 2006.	78%	80%
BVPI 181b	Percentage of 14 year old pupils in schools maintained by the Local Authority achieving Level 5 or above in the Key Stage 3 Mathematics test	70%	75%	74%	No. Improving trend up to 2006.	78%	80%
BVPI 181c	Percentage of 14 year old pupils in schools maintained by the Local Authority achieving Level 5 or above in the Key Stage 3 Science test	65%	72%	69%	No. Improving trend up to 2006.	75%	76%
BVPI 181d	Percentage of 14 year old pupils in schools maintained by the Local Authority achieving Level 5 or above in the Key Stage 3 ICT assessment	71.7%	78%	73%	No. Improving trend up to 2006.	79%	79%
BVPI 194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 English	27%	29%	26%	No. Declining trend up to 2006.	31%	35%
BVPI 194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 Mathematics	29%	31%	29%	No. Stable trend up to 2006.	33%	35%
BVPI 222a	Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above	61%	62%	64%	Yes	65%	66%
BVPI 222b	Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post-graduate training in teaching or child development	42%	44%	54%	Yes	56%	57%
N/a	Staff with NVQ Level 3 equivalent	407	431	617	Yes	717	750
LOC 50	Percentage of 3 years olds in nursery	92.3%	94%	94%	Yes	94%	96%
3.14 (prevD4)	The effectiveness of the LAs (Local Authority) support for promoting pupil attendance	2.27	2.25	2.00	Yes	2.20	TBA

CHILDREN'S SERVICES

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KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Continue to have low average numbers of schools in Ofsted categories i.e. special measurers	Expand the existing Concerns Policy to include the broader elements of Every Child Matters.	Respond to the agenda presented in the Children's Plan so that schools in Sunderland are kept fully in line.	Respond to the agenda presented in the Children's Plan so that schools in Sunderland are kept fully in line.	Major shift to key vulnerable groups and an emphasis on wellbeing. Particular emphasis on SEN emerging	SP6	4	CI
Improve standards across all key stages	Emphasis on Communication, Language and Literacy Development across the Foundation Stage. Implement Key Stage 3 transformation. Support growth for vocational learning, 14-19.	Emphasis on Communication, Language and Literacy Development across the Foundation Stage. Implement Key Stage 3 transformation. Support growth for vocational learning, 14-19.	Emphasis on Communication, Language and Literacy Development across the Foundation Stage. Implement Key Stage 3 transformation. Support growth for vocational learning, 14-19.	Gap closed between Sunderland performance and that nationally Greater percentage of targets met	SP6	4	CI
Improve performance of identified vulnerable groups, e.g. BME groups, Children Looked After, school refusers, young carers	Narrow the gap in attainment for pupils in Foundation Stage, from backgrounds with high social deprivation (bottom 20%). Increase focus on progress made by SEN pupils, using PIVATS.(perform ance Indicators and Value Added Target Setting) Expand the hubs and spokes model for teaching English as an Additional Language (EAL) in four identified schools.	Narrow the gap in attainment for pupils in Foundation Stage, from backgrounds with high social deprivation (bottom 20%). Increase focus on progress made by SEN pupils, using PIVATS. Continue to expand the EAL hubs and spokes model in four identified schools.	Narrow the gap in attainment for pupils in Foundation Stage, from backgrounds with high social deprivation (bottom 20%). Increase focus on progress made by SEN pupils, using PIVATS. Continue to expand the EAL hubs and spokes model in four identified schools.	More rapid rates of progress for vulnerable groups.	SP6	4	CI

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Early Years Foundation Stage	Embed 'Foundations for Quality' as a self-supportive tool in all settings. Increase number of settings using Flying Start baseline. Embed Early Years Foundation stage Strengthen support and challenge to early years settings. Develop graduate training programme for PVI childcare sector	Support Private, Voluntary and Independent (PVI) sector to recruit and train graduate leaders	Support PVI sector to recruit and train graduate leaders	To at least equal national averages in all inspection judgements 90% of settings participate in baseline assessment By 2015 every provider to employ a graduate leader	CIO2 CIO3 SP4 SP6	4	ESA GM
Integrated and accessible Early Childhood Services	Analyse needs and gaps in service in areas not covered by Children's Centres	Implement Early Childhood Services throughout Children's Centres across whole city	Embed and improve citywide services	Integrated services in 17 Children's Centres by April 2008 Integrated Early Childhood Service citywide by April 2010	CIO1 CIO4 SP4	2 5	ESA GM
Childcare provision	Implement childcare market strategy to close gaps in provision and maintain diverse supply	Complete childcare sufficiency assessment by March 2010	Implement childcare market strategy to close gaps in provision and maintain diverse supply	Childcare market is sufficient to meet the needs of working parents and improve outcomes for children	CIO1 CIO3 SP1 SP4	1 2 5	ESA GM
School Attendance	Implement Attendance Strategy across the city. Monitor and evaluate support services through improved data analysis.	Support schools to improve attendance in line with targets. Target resources at 'hot spots' in the city.	Support schools to improve attendance in line with targets. Target resources at 'hot spots' in the city.	All schools achieve their individual absence targets DCSF target of an 8% reduction in absence rates by the end of 2007/08 academic year is met.	CIO3 SP6	4	ESA G M

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Create access to an enhanced level of Extended Services In and Around Schools Core Offer services for children, young people and families	Establish enhanced core offer for Sunderland in Strategy	Provide support so that 100% schools provide access to minimum Core Offer	All schools serving wards with IMD in lower 20% provide access to enhanced core offer	80% schools meet national Core Offer by March 2008. Joint strategy for Extended Schools, Early Years and Children's Centres in place.	CIO1 CIO4		ESA GM
Finalise a comprehensive map of need and provision for SEN, linked to the School Place Planning Review.	Review designations of special schools. Review designation of Pupil Referral Unit and delivery of behaviour support services. Review resourced provision in mainstream schools.	Review designations of special schools. Review designation of Pupil Referral Unit and delivery of behaviour support services. Review resourced provision in mainstream schools.	Evaluate provision against need.	All need identified and gaps in provision addressed	CIO1 CIO3 CIO4 SP6	4	AHoS
Development for school governors	Engage in consultation with appropriate partners to ascertain development needs of governors Co-ordinate process for dialogue with Governors in respect of Authority strategy	Consolidate measures for communication and provision of development opportunities for governors in the city to reinforce their key role in the success of our schools	Respond to national developments in models of governance and implement local strategies accordingly	School governance strengthens leadership and management of schools. Training and development enables governors to carry out their duties effectively	CIO2 CIO4 SP6		Govern or Support Manage r
Develop an Education Improvement Partnership (EIP) to build on the success of Excellence in Cities (EIC).	EIC Partnership agree Memorandum of Understanding for EIP.	Implement EIP Action Plan - focus on identified targeted groups and core subjects at Key Stages 3 and 4.	Implement action plan for identified targeted groups.	Improved attainment and achievement for identified groups of pupils and young people			

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Create action plan for development and implementation of EIP.	EIP Executive group to monitor progress against targets. Report produced on success of programme. Carry out needs analysis for future improvement planning. Action Plan and targets agreed by EIP.	EIP Executive group to monitor progress against targets. Report produced on success of programme. Carry out needs analysis for future improvement planning. Action Plan and targets agreed by EIP.	Improved strategic overview and communication.	CIO4 SP6	4	EIPM
Develop and implement the 14-19 agenda for the introduction and delivery of specialist diplomas.	Put in place provision for delivery of the first three diplomas lines in 2008 Produce a detailed plan for submission for Gateway 2 for the next five diploma lines.	Put in place provision for delivery of the next seven diplomas lines in 2009 Produce a detailed plan for submission for Gateway 3 for the next four diploma lines.	Put in place provision for delivery of the next four diploma lines in 2010	Full entitlement to all 14 Diploma lines in place by 2013	CIO4 SP6 SP1	1 4	EIPM

FINANCIAL

PARTNERSHIP AND PLANNING

The Partnership and Planning budget brings together Behaviour Support, Special Educational Needs and Accessibility, Out of City Placements, Home to School Transport, Psychology Service, Specialist Support, Pupil Referral Units, Parent Partnership, Home/Hospital Tuition and Returners.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	3,654,546	3,834,297	3,879,003	Employees	4,206,889
2	238,539	189,768	266,641	Premises	294,824
3	2,070,869	2,088,382	2,088,882	Transport	2,087,296
4	442,654	167,381	277,865	Supplies and Services	439,064
5	976,068	961,293	934,272	Third Party Payments	958,968
	7,382,676	7,241,121	7,446,663		7,987,041
6	394,422	353,687	456,619	Less Income	402,746
	6,988,254	6,887,434	6,990,044	**Delegated Budget**	7,584,295
				Non-Delegated Items	
7	155,213	260,165	260,160	Central Support Service Recharges	279,122
8	17,346	22,683	22,683	Repairs and Renewals	64,228
9	92,538	93,050	92,992	Asset Charges	92,286
10	48,174	57,605	68,449	Employees - FRS 17 Pensions Adjustment	98,285
	313,271	433,503	444,284	**Non-Delegated Budget**	533,921
11	24,000	24,480	24,480	Less Income	96,146
	289,271	409,023	419,804	**Delegated Budget**	437,775
	7,277,525	7,296,457	7,409,848	**TOTAL BUDGET**	8,022,070
	146.4	133.4	133.4	**Total No. of Staff**	138.2

Responsible Budget Holder
Partnership and Planning Manager

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SCHOOL IMPROVEMENT SERVICE

The core service includes monitoring, intervening in and supporting schools, including national strategies. Part of the budget depends on the buyback arrangements with schools.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	2,160,386	1,799,720	1,985,361	Employees	1,659,156
2	45,213	29,589	29,221	Premises	42,745
3	43,398	33,378	38,703	Transport	28,596
4	543,299	491,840	798,933	Supplies and Services	348,319
5	120,282	146,461	146,461	Contribution to Trading Service	125,000
6	37,468	34,142	34,142	Third Party Payments	49,700
	2,950,046	2,535,130	3,032,821		2,253,516
7	841,271	497,274	1,059,467	Less Income	249,082
	2,108,775	2,037,856	1,973,354	**Delegated Budget**	2,004,434
				Non-Delegated Items	
8	79,393	126,221	126,221	Central Support Service Recharges	100,461
9	123,611	0	0	Departmental Administration	0
10	5,406	17,032	17,032	Repairs and Renewals	1,081
11	44,780	35,115	40,912	Employees - FRS 17 Adjustment	54,955
	253,190	178,368	184,165	**Non-Delegated Budget**	156,497
	2,361,965	2,216,224	2,157,519	**TOTAL BUDGET**	2,160,931
	44.4	43.5	43.5	**Total No. of Staff**	42.0

Responsible Budget Holder
Chief Inspector

BUILDING SCHOOLS FOR THE FUTURE

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	115,181	439,582	441,556	Employees	453,537
2	6,076	2,750	2,750	Transport	2,000
3	33,806	17,650	17,650	Supplies and Services	16,612
	155,063	459,982	461,956		472,149
4	52,371	0	0	Less Income	0
	102,692	459,982	461,956	**Delegated Budget**	472,149
				Non-Delegated Items	
5	6,728	28,046	28,046	Central Support Service Recharges	35,907
6	7,252	11,214	13,992	Employees - FRS17 Adjust	19,011
	13,980	39,260	42,038	**Non-Delegated Budget**	54,918
	116,672	499,242	503,994	**TOTAL BUDGET**	527,067
	5.0	9.5	9.5	**Total No. of Staff**	9.5

Responsible Budget Holder
Head of BSF

GOVERNORS SECTION

A large part of the budget depends on the buyback arrangements with schools leading to more uncertainty regarding income.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	102,172	100,512	101,541	Employees	104,087
2	0	0	10,140	Premises	10,140
3	1,702	1,410	1,410	Transport	1,517
4	30,485	20,585	20,585	Supplies and Services	15,078
5	181,140	169,240	169,240	Contribution to Trading Service	188,205
	315,499	291,747	302,916		319,027
6	245,626	219,650	219,650	Less Income	237,205
	69,873	72,097	83,266	**Delegated Budget**	81,822
				Non-Delegated Items	
7	29,878	38,846	38,846	Central Support Service Recharges	38,899
8	11,082	5,864	7,316	Employees - FRS 17 Pensions Adjustment	10,372
	40,960	44,710	46,162	**Non-Delegated Budget**	49,271
	110,833	116,807	129,428	**TOTAL BUDGET**	131,093
	9.0	9.0	9.0	**Total No. of Staff**	9.7

Responsible Budget Holder
Governor Support Manager

EXTENDED SERVICES AND ATTENDANCE GROUP

The budget for this group is mainly made up of direct government grant in the form of the Sure Start, Early Years and Childcare Grant (former General Sure Start Grant). The budget supports the development of Children Centres; facilitation of the childcare market; development of the Early Years and Childcare workforce; local information to parents and activities to facilitate inclusive practice.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
1	973,632	1,189,768	1,106,768	Service Delivery	1,079,291
2	65,865	109,000	109,000	Children's Information Service	92,500
3	154,519	402,148	402,148	Extended Schools	402,148
4	378,551	369,827	369,827	Workforce Development	411,196
5	284,905	204,946	287,946	Childcare Place - Development and Support	304,229
6	121,055	144,055	144,055	Inclusion	107,000
7	780,290	951,748	0	Neighbourhood Nurseries	0
8	7,367,171	6,664,018	6,664,128	Children's Centres	7,993,968
9	284,512	212,505	212,505	Early Years and Childcare LEA Contribution	219,829
10	700,423	692,440	737,440	Nursery Education Grant Provision in Private and Voluntary Sector	796,946
11	1,635,829	1,840,548	1,800,133	Social Services Nursery Provision	1,787,459
12	238,192	440,789	210,789	Transformation Fund	235,415
13	11,700	1,108,647	1,711,882	3 and 4 Year Old Offer	1,630,000
14	13,181	311,006	318,198	2 Year Old Offer	519,929
15	940,074	973,552	973,552	Inclusion and Attendance	940,011
16	106,213	243,456	268,175	Extended Services	158,309
	14,056,112	15,858,453	15,316,546		16,678,230
17	10,333,887	11,596,941	11,025,620	Less Income	12,287,722
	3,722,225	4,261,512	4,290,926	**TOTAL BUDGET**	4,390,508
	158.0	162.0	162.0	**Total No. of Staff**	165.0

Responsible Budget Holder
Extended Services and Attendance Group Manager

CHILDREN'S SERVICES

STANDARDS

STANDARDS FUND

This table shows the Standards Fund grants that are devolved to schools and retained by the local authority. The budget shows the latest position. Further grants will be devolved or retained as notified by the DCSF.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	27,636,896	23,422,552	23,422,552	LA Grants Devolved to Schools	23,798,680
2	8,110,118	6,388,472	6,431,470	LA Grants Retained	7,142,581
	35,747,014	29,811,024	29,854,022		30,941,261
				Less Income	
3	35,060,720	29,186,113	29,186,113	Government Grant	30,310,796
	35,060,720	29,186,113	29,186,113	**Delegated Budget**	30,310,796
	686,294	624,911	667,909	**TOTAL BUDGET**	630,465

Responsible Budget Holder
Principal Finance Officer

FURTHER INFORMATION

For further information about the service please see the following plans:
- Policy for the Education of Refugee and Asylum Seeker Children
- Guidance on the Reporting of Racist Incidents
- Standards Service Plan
- Inclusion Plan
- Inclusion and Achievement Policy
- City of Sunderland Attendance Strategy
- Children Missing from Education
- Working Together on Exclusions
- Extended Services Strategy
- 14-19 Plan
- Education Improvement Partnership Plan (Memorandum of Understanding)

or contact Lynda Brown, Head of Standards, Tel: (0191) 553 1410.

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

SERVICE ROLES AND RESPONSIBILITIES
The Positive Contribution and Economic Wellbeing Service comprise the following teams: Family, Adult and Community Learning; Derwent Hill; Services for Young People; Youth Development Group and Youth Offending Service. The primary aims of the service are twofold:

Making a Positive Contribution
To ensure that children and young people:
- are enabled to develop awareness and respect for themselves, other people and the environment
- become successful learners, confident individuals, responsible citizens and effective contributors
- are supported in developing socially and emotionally
- are supported in managing changes and responding to challenges in their lives (particularly those children from vulnerable groups)
- are encouraged to participate in decision making and in supporting the community
- are supported by actions to reduce anti-social behaviour
- that additional support is provided to ensure those from vulnerable groups are helped to make a positive contribution, including those who are looked after, disabled or have special educational needs.

Achieving Economic Well-Being
To ensure that:
- action is taken by partners to support families in maximising their economic well-being
- all adults have access to high quality learning opportunities which support personal development, learning for learning sake, active citizenship, community capacity building and focus on social and economic inclusion
- young people aged 11-16 are helped to prepare for working life
- 14-19 education and training is planned and delivered in a co-ordinated way and of good quality
- regeneration initiatives address the needs of children and young people
- young people have decent housing
- additional support is provided to ensure those from vulnerable groups are helped to achieve economic wellbeing, including those who are looked after, disabled or have special educational needs.

The service is also responsible for:
- generating income to subsidise the cost of activities to the council, through the provision of residential management training on a commercial basis
- promoting best practice in the provision of outdoor education and learning outside the classroom by schools and other services.

To achieve this aim, the service provides:
- high quality residential outdoor education programmes for as many Sunderland children young and people as possible
- programmes to develop self-awareness, self-confidence, motivation and positive attitudes and values for children and young people
- programmes which emphasise personal responsibility, social responsibility and the awareness and management of risk
- programmes to promote the benefits of a healthy diet, fitness and a healthy lifestyle
- residential management training to commercial clients in order to generate income to minimise the cost of the service to the council
- an External Visits Advisory Service for the council, in order to promote best practice in the provision of outdoor and other activities by schools and other services.
- a range of learning opportunities to adults
- improved access to learning opportunities which are reflective of locally identified need
- opportunities for potential and current learners to express their views in the planning and developing of future provision
- targeted support for those groups who have not traditionally participated in learning
- suitable learning opportunities to those learners with literacy and numeracy needs
- opportunities for children who are looked after to engage in reviews relating to their care
- a range of cultural events and improved opportunities for children who are looked after
- support for teenage parents to prevent exclusion
- programmes for young people to develop generic workplace skills, work related learning/enterprise strategies
- tenancy support to young people who are homeless
- trainer flats for care leavers.
- responses to consultation and engagement

- good infrastructure and innovative practices to support children and young people's involvement
- initiatives to seek the views of children and young people
- access to free support and subsidised events
- strong cross partner links for a local respect action plan to address anti-social behaviour
- initiatives to address offending and re-offending.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Positive Contribution and Economic Wellbeing Service is committed to delivering customer focused services and uses a number of methods to ensure that this happens. Customer satisfaction surveys are used across the service and use is made of external evaluations, such as Annual Performance Assessment, the Audit Commission School Survey and outcomes of the Joint Area Review. Through this service, young people also have a wide range of opportunities to express their views, such as Youth Parliament, Young People's Inspection Team and City Equals. Some examples of how customer focused services are delivered include:

Derwent Hill continues to receive excellent customer feedback, with overall customer satisfaction rates at 91%. In the 2007 Audit Commission School Survey, all schools that used Derwent Hill rated the quality of the residential experiences offered as *Good* or *Very Good.* In 2008/09 the collation and analysis of evaluation feedback will be extended to include the Training Centre.

The Young People's Inspection Team undertook a customer satisfaction questionnaire with young people accessing youth projects during the 18 month period to 31 March 2007. One hundred and ninety young people from 32 youth projects participated and the overall results were very positive. Young people are happy with the venues, days and times of youth groups, can engage with and are treated fairly by youth workers, feel that they learn new skills and knowledge and are more confident through activities they engage in.

The Youth Offending Service (YOS) continues to gather the views of young offenders via the electronic interactive computer-game, 'Viewpoint' which obtains views about risks and needs as well as service delivery. YOS routinely analyses the views of young people through Viewpoint, to make service improvements through the Youth Justice Plan. In the coming year, a task for the YOS will be to streamline the number of Viewpoint questionnaires in use, to promote increased completions, and thus gain a more comprehensive view of the needs of young people accessing the service.

The Family, Adult and Community Learning (FACL) Team is in the process of developing a Learner Involvement Strategy to ensure the views of current and potential learners are taken into account when planning the delivery of future provision. Information collected will be used to develop provision and set targets for learner satisfaction.

FACL currently delivers non-accredited learning programmes (those that do not lead to a qualification) to meet the needs of adults, their families and the local community. To complement and improve provision, the team will explore with the Learning Skills Council and partner organisations within the voluntary and community sector, the possibility of delivering accredited learning programmes that will lead to Level 2 qualifications. This will ensure that FACL is offering learners a seamless transition to gaining qualifications.

The Leaving Care Team within Services for Young People has moved into the central base at 11 John Street from its previous base at 13 Toward Road. The benefit of this is care leavers now have easier access to a wide range of services, in one central place. To continue delivering customer focused services, a new Care Leavers Consultation Group is being convened to develop the recommendation in the Care Matters White Paper relating to Children in Care Councils.

Within the Youth Development Group, the Young Person's Inspection Team (YPIT), who are young people trained to carry out inspections, did so in 105 youth projects and made recommendations for improvement. These recommendations form part of the feedback given to contractors and progress is evaluated through the Quality Assurance Framework and further YPIT inspections.

The Youth Development Group has commissioned an external consultant to review the impact of the commissioning of youth work strategy to date. The aims of the evaluation are to identify the advantages of the strategy and make recommendations to develop it. These recommendations will help form the authority's proposals for an effective integrated youth support service, which holds young people at the heart of the offer.

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The Positive Contribution and Economic Wellbeing Service makes a full contribution to issues that affect the whole council. These include equality and diversity, appraisals and staff development and Investors in People.

The service has made a full contribution to the Directorate Equality Action Plan (DEAP), identifying actions to remove barriers to young people and their families accessing services. These include:
- Making improvements to buildings so that young people can fully access services, i.e. portable ramps, disabled parking, hearing loops, visual and vibrating fire alarms, etc
- Ensure that males and females have equal access to services, i.e. when accessing baby groups, youth clubs, learning activities, etc
- Stronger relationships are built across the service with members of black and minority ethnic (BME) communities to ensure services are available and relevant.

There is also a staged approach to the service completing Impact Needs Requirement Assessments (INRAs), which offers the continuous review and improvement of services regarding equality issues, enable access to services for all.

The service has a strong culture of appraisal and regular one to one meetings between staff and their line managers. Staff development is encouraged, linked to the appraisal process and service planning, ensuring the 'Golden Thread' of performance improvement is evident throughout. Individual teams within the service have areas of good practice relating to staff development.

In 2006/07 Derwent Hill embarked on a staff development programme, in the main relating to upskilling the workforce in preparation for the reintroduction of sailing courses being offered at the Centre. The success of the training plan has led to it being continued and revised to ensure continuous development of the workforce.

The Youth Offending Service is a multi-specialist service, seconding staff from other agencies across the city in order to deliver an effective service. It delivers a comprehensive training programme for staff including generic, specialist and refresher training, to ensure continuous workforce development.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
In the recent Joint Area Review, Positive Contribution was awarded a Grade 3 (*Good*) with some areas of the service judged as Outstanding. Achieving Economic Wellbeing also received a Grade 3. This demonstrates that the services provided are effective and efficient. The outcomes of the JAR inform the children and young people's block of the council's Comprehensive Performance Assessment, contributing to its *Good* outcome.

The Youth Justice Board (YJB) has set 12 performance indicators for 2007/08, 10 of which are reported on quarterly and 2 of which are reported on annually. For the period 1st July to 30th September 2007, Sunderland Youth Offending Service achieved all 10 of the YJB performance targets with 100% performance for Final Warnings, Victim Satisfaction, Accommodation, Mental Health and Substance Use. In the cumulative published performance tables (1st April to 30th September 2007) Sunderland YOS obtained an overall performance score of 85.4%, outperforming the regional average performance score of 69.7%, the family average of 66.7% and the national average of 66.6%. Sunderland is one of only five Youth Offending Services in the country to achieve the top score in the Youth Justice Board assessment.

In line with Youth Matters, all Connexions funding will pass to Local Authorities on 1 April 2008. This service will sit within Positive Contribution and Economic Well-Being. Funding for the service was previously channelled through a partnership and Connexions Tyne and Wear consistently provided a valuable and high performing service. This can be demonstrated by the increase in young people employed in Education, Employment and Training at 16 over the previous 3 years. Through the integration of the Connexions Service into Children's Services it is anticipated that the delivery of an Integrated Youth Offer will continue to provide effective and efficient services.

Performance indicators within Positive Contribution and Economic Wellbeing are generally good. There are a total of 20 indicators monitored in relation to outcomes within the Children and Young People's Framework, and Local Area Agreement: 17 for Achieving Economic Wellbeing and three for Making a Positive Contribution. All these indicators have targets set on an annual basis.

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Within Achieving Economic Wellbeing, targets were met for 12 out of the 17 PIs, with 8 indicators improving over the year, 1 remained stable, 6 declined and 2 showing no trend. Within Positive Contribution, targets were met for 2 of the performance indicators, with 1 PI improving and the remaining 2 declining. Some examples of successful indicators include:

- 88.3% of young people were engaged in Education, Employment and Training at age 16 in 2006/07, exceeding the target of 88%, compared to 87.8% in 2005/06, and 85.6% at age 17 in 2006/07 compared to 84.3% in 2005/06. 59% of young people in Sunderland gained a recorded outcome (BVPI 221a) compared to 47% in 2005/06.
- The number of young people from ethnic minority groups involved in the youth participation network has increased from 27 in 2005/06 to 62 in 2006/07. Also, the number of disabled young people involved in the youth participation network has increased from 30 in 2005/06 to 90 in 2006/07.
- The rate of offending by children and young people aged 10 to 17 years reduced by 8.5% during 2006/07.
- Targets were set in the Children and Young People's Plan to increase the number of young people involved in the Youth Participation Network from a baseline of 80 to 200 by March 2007. This target was exceeded with 458 young people being involved in the Youth Participation Network.

Spend per pupil on Youth and Community is in the upper median compared to both Metropolitan district and Nearest Neighbours. This reflects the high priority that Children's Services attaches to working with young people and good performance is demonstrated by the increase in number of young people aged 13-19 years old engaged in low cost or free youth work and reductions in youth crime and disorder. In 2006/07, National Performance and DCSF targets were again exceeded with 117% of the target being achieved.

Spending against Family, Adult and Community Learning is average, however most of this team is fully grant funded from the Learning Skills Council. Sunderland City Council does have responsibilities for maintaining the Castle View Centre and playing fields in the city, and this increases our cost. The remainder of the spend relates to the educational benefit derived from Community Associations from Community and Cultural Services.

In 2006/07 Derwent Hill achieved a record number of 3,883 children and young people who benefited from participation in residential courses. In addition, external funds are raised to maintain an Accessibility Fund, which was used to support 43 disadvantaged children and young people, allowing them to experience the benefits of participation that they would not have been able to access otherwise.

The budget for 2008/09 has been set, taking into account efficiency savings of £10,000, arising from the reconfiguration of the programme of activities in Services For Young People.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

Partnership working is central to the Making a Positive Contribution and Economic Well-being Service, with a range of multi-agency services bringing together a range of disciplines and involving children, young people their families and the community. There is a range of innovative partnerships for commissioned services with the statutory, voluntary, community and business sector partners. Some examples of successful partnerships include:

- Family, Adult and Community Learning (FACL) is very proactive in working with a wide range of partners across the city. The team plays an active part in the Local Strategic Partnership. FACL: leads the Sunderland Learning Partnership - a thematic group of the Sunderland Partnership - and its sub groups; supports the operation of six Lifelong Learning Forums (one in each regeneration framework area); and participates in Tyne and Wear Learning Partnership and sub groups, including jointly steering projects
- Derwent Hill is working in partnership with the Sunderland Bangladeshi Centre in order to increase the proportion of children and young people from the Bangladeshi community accessing programmes at Derwent Hill
- Service for Young People is very proactive in working in partnership with other agencies to improve outcomes for vulnerable young people. This includes work carried out with the council's Housing Team to provide a more coherent homeless service. Furthermore, the team plays a key role in the Risk and Resilience Board - a partnership aligned to Children's Trust arrangements, involving many agencies dealing with support for vulnerable children and young people to make positive life choices.
- The Youth Offending Service has a multi-agency Management Board to provide strategic oversight and direction, and coordinate the provision of youth justice by the YOS and partner organisations. This is termed as a significant partnership in line with the council's Code of Practice for Partnerships, and is also aligned to Children's Trust arrangements. In the 2006 inspection, YOS was rated as excellent in the Management category, to which the Management Board made an important contribution.

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

The Service is proactive in celebrating its areas of real good practice and has won a number of awards over the year. These include:
- The Bump 2 Baby + project, within Services for Young People was highly commended in the Local Government Chronicle Awards 2007
- Derwent Hill's domestic team won the council's Customer Service Team Award in the Employee Awards 2007 for consistently exceeding customer expectations
- Sunderland Youth Parliament and Sunderland Young Achievers Awards both reached the finals of the national Children and Young People's Services Awards 2007 in the positive images category
- In September 2007, the Risk Management Team won the prestigious national ALARM Risk Management Award in the 'people risk' category for the Youth Offending Services work with young offenders.

The Positive Contribution and Economic Wellbeing Service continues to work with the media in order to promote positive images of young people across Sunderland:
- The media work of Sunderland Youth Parliament continues and is entering a new development phase with work being established at the Youth Information Shop, which is based at Answers in the City Centre and is a one-stop-shop offering a full range of information to young people. Also underway is work with the Sunderland Echo to further develop the Street Magazine, a quarterly publication containing articles written by and aimed at young people, and produced by the Sunderland Echo. Journalists and reports from the Echo support young people in writing their articles
- The inspection of Sunderland Youth Offending Service (YOS) concluded that 'Sunderland YOS had a strong and positive profile with in the city, both through the media and in its relationship with senior officers and elected members. The reputation of the YOS as a high performing service attracted a visit from the Interim Chair of the Youth Justice Board, who commended the way the service identifies and works with the most troubled young people and their families to produce results for the community in reducing the harm caused by a very few young people
- Good links with the media have promoted positive coverage about the service and its work with children and young people. This, together with the YOS Newsletter, forms a key part of the service's marketing strategy. The newsletter demonstrates project achievements, young people's accomplishments and gives positive stories about reducing offending and re-offending. As a result the service is successful in attracting grant funding for its existing and future projects (with a significant proportion of the current budget funded through national and local grants).

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Support achievement of LPSA2 target for reducing offending by Looked After Children by half by 2008. Robust procedures are in place for managing offending behaviour in children's homes in joint work with the Youth Offending Service (YOS) Manager	R.36 There is no local analysis of offending by Care Leavers, although national statistics show them to be particularly 'at risk' of entry into the criminal justice system. A tracking system should be put in place to address this gap in information	Evaluation of leaving care agreed to be complete May 07	Monitoring of actions	Monitoring of actions

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Develop and co-ordinate delivery of the Young People's Substance Misuse Strategy and Delivery Plan. Ensure arrangements and services are in place to meet the prevention and treatment needs of young substance misuse clients	**R.38** The interface between provision for young people and adults continues to be a problem for 18-19 year olds. As a consequence there is a tendency for Youth Drug and Alcohol Project (YDAP) to hang on to this age group. It is recommended this issue be picked up in the current YDAP review.	The YDAP Team has retained young people aged 18 years in order to allow treatment to continue. Negotiations are ongoing with adult services in agreeing a transition position for all young people as they reach adulthood.	Agree transitional protocols between YDAP and Adult Substance Misuse Treatment Services. Ensure all young people receiving specialist substance misuse treatment begin transitional arrangements 12 weeks prior to their 18th Birthday and are co-worked during the engagement period.	Reduction in young people dropping out (Un-planned discharge) from specialist substance misuse treatment during the transition from young people's to adult services.
Lead on the 'Prevent and Deter 'strand of the Prolific and Priority Offender (PPO) Strategy.	**R.39** The early intervention and targeted programmes with young people who are 'at risk' elements of the 'Prevent and Deter 'strand for PPOs should be developed by the YOS together with Children's Services.	YOS Operations Manager attends the DIP (Drug Interventions Programme) /PPO strategy group. YOS DTO Manager is now a member of the DIP/PPO operations group. The two recidivism workers pick up PPO prevent and deter identified young people and offer intervention and they also attend a weekly case conference	Continued Monitoring	Continued Monitoring
Wrap around support for young offenders including employment, training and housing.	**R.40** Work with the YOS to approach the Learning and Skills Council to get suitable contracts with learning providers for young offenders.	Being progressed through YOS Management Board LSC approached- LSC now attend YOS Board and will address this issue. Beacon Bid reducing re-offending submitted 2007/08	Establish close monitoring of young people known to YOS in training and employment via the NEET sub-group of the 14-19 Learning Partnership and the Springboard Panel, both which have YOS representation	90% of young people known to YOS successfully access training and employment opportunities

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
Derwent Hill							
D Hill 1	Centre used by Sunderland young people per annum	3,810	3,800	3,883	Yes	4,000	4,000
D Hill 2	Balanced budget achieved	£57,000 surplus	£0 deficit	£0 deficit	Yes	£0 deficit	£0 deficit
D Hill 4	Schools judge teaching as at least 4 (out of 5) on our evaluation forms	n/a	90%	96%	Yes	95%	95%
D Hill 5	Number of wheelchair pupils visiting Centre	13	10	5	No. Although access has improved, the number of wheelchair users is still not high. This target will be replaced by one for all disabled users once baselines are established in 2009.	12	12
D Hill 6	Risk assessments for educational visits (out of school) monitored	100%	100%	100%	100%	100%	100%
D Hill 7	Response provided to applications for approval of Category B external visits within 2 weeks of receipt	n/a	n/a	n/a		100%	
D Hill 8	Response provided to requests for advice within one week of receipt	n/a	n/a	n/a		100%	
D Hill 9	Proportion of schools receiving an External Visits Advisory Service monitoring visit	n/a	n/a	n/a		10%	
D Hill 10	Carbon dioxide emissions from fuel use (electricity, gas, vehicles)	n/a	n/a	172 tonnes		N/a	155 tonnes
Family, Adult and Community Learning							
LLSC	Learner numbers	7,026	3,912	*3,980	Yes	3,912	To be agreed
FACL 1	Number of learners participating in Personal and Community Development programmes and First Steps Learning Programmes	n/a	2829	2845	Yes	2829	To be agreed in July 2008
FACL 3	Number of learners participating in Family, Literacy, language and numeracy programmes	n/a	400	463	Yes	400	To be agreed in July 2008
FACL 4	Number of learners participating in Wider Family learning programmes	n/a	425	446	Yes	425	To be agreed in July 2008

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
FACL 5	Number of learners participating in Neighbourhood learning in deprived communities programmes	n/a	267	271	Yes	267	To be agreed in July 2008
FACL 6	Learner retention target	n/a	n/a	n/a	-	86%	To be agreed in Sept 2008
FACL 7	Learner achievement target	n/a	n/a	n/a	-	80%	To be agreed in Sept 2008
* Unvalidated data							
Services for Young People							
PAF A4	Percentage of care leavers aged 16+ in employment, education or training	0.69	0.75	0.74	No. Continuous work to improve the indicator. Position as at September 2007 is 1.0.	0.75	0.76
PAF A2	Percentage of care leavers 16+ with 1+ GCSE/ GNVQ A*-G	64.3%	67%	65.79%	No, continuous improvement and compare favourably with peer group	66%	67%
Supp PI	Percentage of care leavers 16+ in contact with Services for Young People	90%	90%	90%	Yes	93%	
Supp PI	Percentage of care leavers 16+ known to have suitable accommodation	89%	90%	82%	No. Continuous work to improve the indicator. Position as at September 2007 is 100%.	93%	
Youth Development Group							
BVPI 221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local area.	47%	60%	59%	No. Indicator on an upward trend however performance was slightly under the target. Further training in recognising recorded outcomes will contribute to improving this figure for 2007/08.	60%	60%
BVPI 221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local area.	29%	30%	28%	No. Whilst greater numbers of young people are achieving accredited outcomes, the ratio to those participating has dropped. Further training in accredited outcomes will contribute to improving this figure for 2007/08.	30%	30%

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
LOC1	Contact 25% of the 13-19 yrs population regarding direct and contracted youth work	12,290	6,800 (=25% of 13-19 years population)	9,488 (35%)	Yes	6,814	TBA
LOC2	60% of the contact target (LOC1) participate in youth work	4,295	4,080 (=60% of LOC1 target)	5,584 (82%)	Yes	4,088	TBA
LOC3	60% of the participation target (LOC2) achieve a recorded learning outcome	2,705	2,448 (=60% of LOC2 target)	2,803 (69%)	Yes	2,453	TBA
LOC4	30% of the participation target (LOC2) achieve an accredited outcome	1,690	1,224 (=30% of LOC2 target)	1,285 (31%)	Yes	1,226	TBA
Youth Offending Service							
YOS 1	Prevention - To reduce the number of first time entrants to the Youth Justice System.	20.7% reduction on previous year	2% reduction on previous year	12.3% increase on the previous year.	No. Conflicting partner agency targets were considered to be a major contributory factor.	2% reduction on previous year	To be set
YOS 2	Recidivism - A 5% reduction in recidivism (re-offending) of the YJB identified cohorts of children and young people	1.3% increase	5% reduction	8.5% reduction	Yes	5% reduction	To be set
E&A 35	Education, Training and Employment - 90% of young offenders supervised by the YOS to be in full time education, training and employment.	90.7%	90%	85.6%	Yes	90%	To be set
BH 5	Mental Health - CAMHS assessment provided within 5 working days for acute mental health needs and 15 working days for non-acute mental health needs	100%	100%	100%	Yes	100%	To be set
PAF C18a	"CLA 1+ yrs - Conviction/ Final Warning rate (10-17 yrs) whilst LA" (compared to the general population)	Ratio of 3.1	Ratio of 2.2	Data not yet available	Not Known	Ratio of 2.2	To be set

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Derwent Hill							
Occupancy of Education Centre	Review marketing, pricing and programme delivery	Review marketing, pricing and programme delivery	Review marketing, pricing and programme delivery	Increased number of children and young people benefiting from Derwent Hill programmes.	CIO1		CDDH
Increase the number of young people accessing Derwent Hill who are traditionally under-represented.	Install permanent ramps in the Education Centre to improve access for young people with physical disabilities.	Work with key partners and stakeholders to increase the number of young people from BME communities accessing Derwent Hill.	Increase the use of Derwent Hill by ethnic minority young people.	Increase in number of participants with LDD from 5 to 12 Increased number of participants from ethnic minority communities.	CIO1		CDDH
Monitor the safety of external visits by schools and other services	Support all schools and services that provide visits to use the EVOLVE on-line system. Review and revise, as necessary the council's External Visits policy in the light of new Government guidance due to be published in 2008.	Monitor directly a sample of external visits organised by at least 15 schools and other services. Provide accredited training for all new External Visits Co-ordinators, and revalidation training for existing Co-ordinators trained more than three years ago.	Monitor directly a sample of external visits organised by at least 15 schools and other services Provide accredited training for all new External Visits Co-ordinators, and revalidation training for existing Co-ordinators trained more than three years ago.	Safe good practice across all schools and services. Increase in children and young people taking part in activities and visits.	CIO1		CDDH
Family, Adult and Community Learning							
Develop a curriculum that offers a seamless transition route for learners from non accredited to accredited provision.	Link with key partners to identify progression opportunities available to learners. Identify and develop opportunities to deliver Level 1 and Level 2 accredited provision.	Identify and develop opportunities to deliver Level 1 and Level 2 accredited provision.	Identify and develop opportunities to deliver Level 1 and Level 2 accredited provision.	Seamless progression routes available to all learning from non accredited/ first steps provision to Level 1 and Level 2 accredited provision. The curriculum is responsive to local, regional and national priorities.	CIO1 SP6	4	FACLM

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Raise skills and qualifications levels of ACL teaching workforce in line with LSC targets using NLDC (Neighbourhood Learning in Deprived Communities) funds and external training and development resources /support	LSC targets met and stipulated in contracts/ commissioned work	Monitor teaching workforce qualifications	Monitor teaching workforce qualifications to ensure that all tutors have as a minimum a Level 3 teaching/ training qualification	Improved quality of delivery in teaching and learning Observation grade profile in increased LSC targets are met.	CIO1 CIO3 SP6	4	FACLM
Diversify current delivery practices to be able to respond to external and internal change factors and meet wider community needs	Develop and implement a Learner Involvement Strategy in FACL. Develop and implement a curriculum that is responsive to the need of local communities and its residents	Target provision at groups who do not traditionally participate in adult learning, i.e. males, BME communities and LDD	Project complete	Diverse and responsive service able to respond to internal and external customers and individual learners Broad based service that meets statutory requirement in a progressive context, meeting new challenges Increased participation in learning programmes from under-represented groups such as male learners, learners from BME communities and socially and economically disadvantaged priority groups	CIO1 SP6	4	FACLM

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Services for Young People							
Increase the range and suitability of accommodation of young people in the city	Commission a comprehensive needs assessment to identify the needs of all homeless young people in the city Commission the assessment of housing needs of young people from BME communities and young people with LDD	Cease the use of bed and breakfast accommodation for care leavers Implement the recommendations of the Care Matters pilot project regarding extending the age children in care leave residential and foster care Integrate service delivery to prevent homelessness and repeat homelessness for 16 and 17 year olds	Project complete	Target of 90% care leavers in appropriate accommodation	CIO1 SP3	3 5	SYPM
Increase the rate of care leavers in education, training and employment	Allocate worker from Unlocking Potential project to all children in care in Year 11 to ensure effective transition to education, employment or training	Project complete		70% of care leavers cohort in EET (Employment, Education or Training)	CIO3 SP1 SP6	1 4	SYPM
Youth Development Group							
To ensure that the analysis of young people's needs is more thoroughly and clearly determined	Analysis of young people's needs informing management decisions at both senior and project levels of service	Audit of universal and targeted provision to match intelligence provided by needs analysis	Implement the 10 Year Youth strategy in the City	More informed youth work practice linked to nationally and locally agreed standards. Increased participation of young people Better targeted use of resources to meet the needs of young people	CIO 1 CIO 3 SP2 SP6	4	YDGM
Implement the Children and Young People's Democratic Engagement Strategy	Review progress and report on the impact and effectiveness of the strategy	Consultation with key stakeholders in order to update the strategy	Project complete	Improved engagement of young people in decision making processes and services for young people	SP2 SP6	4	YDGM

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
To develop and consolidate the commissioning strategy for youth work across the city	Undertake Review of strategy involving key stakeholders, partners and young people. Implement recommendations in partnership with Corporate Procurement	Implement updated Commissioning Strategy and carry out annual reviews of 100% contracted agencies	Project complete	Development of quality youth work across the city. Increased contact with young people

Young people actively involved in the commissioning and shaping of service delivery | SP2 SP6 | 4 | YDGM |
| Ensuring the Youth Offending Service structure is 'fit for purpose' in line with the proposed changes to the Youth Justice Board (YJB) Performance Framework | Monitor the proposed changes in the delivery and performance management of youth justice as dictated by the YJB, in line with *'Youth Justice the Scaled approach'* | Consolidate practice and performance management to ensure the effective reduction in youth offending | Review service outcomes and performance to ensure effective practice and outcomes for young people | Continue to reduce the risk of offending and re-offending by children and young people and to improve outcomes for young people inline with ECM | CIO3 SP5 | 3 5 | YOSM |
| Reduce year on year the number of first time entrants to the Youth Justice System, through the YOS Prevention Strategy | Reduce first times entrants by 2% through a systematic approach to targeting children and young people at risk of offending

Develop the YOS prevention services in line with the development of targeted youth support as part of the city's integrated youth offer | Continue to reduce first times entrants by a further 2% through a systematic approach

Consolidate and embed preventive practice to reduce the risks of young people becoming involved or further involved in the criminal justice system | Continue to reduce first times entrants by a further 2% through a systematic approach | Improved outcomes for children and young people at risk of offending in line with ECM outcomes | CIO3 SP5 | 3 | YOSM |

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

FINANCIAL
ADULT EDUCATION
The budget reflects grant income approvals to date and may vary during the year as more grants are awarded.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	349,672	381,083	381,083	Employees	347,570
2	31,905	24,000	24,000	Premises	37,623
3	3,767	4,500	4,500	Transport	3,760
4	1,281,081	905,292	905,292	Supplies and Services	1,062,302
5	19,628	0	0	Third Party Payments	0
	1,686,053	1,314,875	1,314,875		1,451,255
6	1,690,258	1,339,952	1,339,952	Less Income	1,431,783
	(4,205)	(25,077)	(25,077)	**Delegated Budget**	19,472
				Non-Delegated Items	
7	29,073	27,199	27,199	Central Support Service Recharges	25,035
8	39,062	0	0	Departmental Administration	0
9	4,246	7,287	9,092	Employees - FRS17 Pensions Adjustments	14,897
	72,381	34,486	36,291	**Non-Delegated Budget**	39,932
	68,176	9,409	11,214	**TOTAL BUDGET**	59,404
	11.5	11.5	11.5	**Total No. of Staff**	10.0

Responsible Budget Holder
Adult and Community Learning Manager

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

YOUTH OFFENDING SERVICE

The Youth Offending Service budget has a high reliance on external funding which can vary during the year if additional funding is identified. The use of Working Neighbourhood Fund in 2008/09 is subject to review.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	2,677,773	3,118,861	3,067,485	Employees	3,063,256
2	151,919	153,439	177,084	Premises	154,496
3	146,181	174,245	172,445	Transport	165,616
4	620,257	357,866	469,774	Supplies and Services	396,115
5	390,048	269,970	307,970	Third Party Payments	294,541
	3,986,178	4,074,381	4,194,758		4,074,024
6	2,610,549	2,580,373	2,746,820	Less Income	2,591,508
	1,375,629	1,494,008	1,447,938	**Delegated Budget**	1,482,516
				Non-Delegated Items	
7	226,516	248,791	248,791	Central Support Service Recharges	259,871
8	3,597	0	0	Departmental Administration	0
9	5,200	4,491	4,491	Repairs and Renewals	4,703
10	122,720	80,273	98,337	Employees - FRS 17 Pensions Adjustment	138,767
	358,033	333,555	351,619	**Non-Delegated Budget**	403,341
	1,733,662	1,827,563	1,799,557	**TOTAL BUDGET**	1,885,857
	96.0	98.3	98.3	**Total No. of Staff**	101.4

Responsible Budget Holder
Youth Offending Service Manager

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

YOUTH SERVICE

The table shows the costs of providing the Youth Development Service. The increased income in 2007/08 and 2008/09 represents Youth Opportunity Fund and also Positive Activities for Young People (PAYP) income with a corresponding expenditure increase in supplies and services.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,339,490	1,316,315	1,376,890	Employees	1,388,442
2	230,752	277,044	270,462	Premises	252,384
3	18,460	14,150	14,937	Transport	13,100
4	1,033,394	1,122,986	1,867,416	Supplies and Services	1,654,440
5	72,823	70,484	70,484	Third Party Payments	95,941
	2,694,919	2,800,979	3,600,189		3,404,307
6	365,247	435,616	1,230,218	Less Income	993,111
	2,329,672	2,365,363	2,369,971	**Delegated Budget**	2,411,196
				Non-Delegated Items	
7	158,206	81,127	81,127	Central Support Service Recharges	83,735
8	48,195	0	0	Departmental Administration	0
9	11,523	11,400	11,400	Repairs and Renewals	3,446
10	12,859	254,859	12,795	Asset Charges	12,795
11	34,060	28,704	35,723	Employees - FRS 17 Pensions Adjustment	49,000
	264,843	376,090	141,045	**Non-Delegated Budget**	148,976
	2,594,515	2,741,453	2,511,016	**TOTAL BUDGET**	2,560,172
	26.6	25.6	25.6	**Total No. of Staff**	25.6

Responsible Budget Holder
Youth Development Manager

DERWENT HILL OUTDOOR ACTIVITY CENTRE

Details of the trading account are shown on the trading operations Derwent Hill (Page 288).

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	289,958	186,275	247,059	Contribution to Trading Services	270,087
	289,958	186,275	247,059	**TOTAL BUDGET**	270,087
	28.2	31.4	31.4	**Total No. of Staff**	31.3

Responsible Budget Holder
Centre Director of Derwent Hill

CHILDREN'S SERVICES

POSITIVE CONTRIBUTION AND ECONOMIC WELLBEING

SERVICES FOR YOUNG PEOPLE

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,615,587	1,728,041	1,742,661	Employees	1,801,479
2	154,282	263,974	257,299	Premises	229,406
3	70,284	73,239	73,239	Transport	58,900
4	728,156	542,028	560,860	Supplies and Services	517,826
5	317,121	332,022	298,648	Third Party Payments	291,316
	2,885,430	2,939,304	2,932,707		2,898,927
6	1,301,719	1,114,587	1,087,519	Less Income	1,054,642
	1,583,711	1,824,717	1,845,188	**Delegated Budget**	1,844,285
				Non-Delegated Items	
7	140,169	155,787	155,787	Central Support Service Recharges	149,314
8	186,170	66,886	66,886	Departmental Administration	72,230
9	27,868	22,630	22,630	Repairs and Renewals	16,515
10	36,875	22,451	32,719	Asset Charges	32,719
11	70,014	47,011	58,658	Employees - FRS17 Pensions Adjustments	77,867
	461,096	314,765	336,680	**Non-Delegated Budget**	348,645
	2,044,807	2,139,482	2,181,868	**TOTAL BUDGET**	2,192,930
	58.4	56.9	56.9	**Total No. of Staff**	58.2

Responsible Budget Holder
Young People's Services Manager

FURTHER INFORMATION

For further information about the service please see the following plans:
- Positive Contribution/Economic Wellbeing Service Plan
- Children and Young People's Democratic Engagement Strategy
- Sunderland Adult Learning Strategy
- Youth Drug and Alcohol Strategy
- Sunderland Youth Justice Plan

Or contact Judith Hay, Head of Service, Tel: (0191) 553 1972 or email: judith.hay@sunderland.gov.uk.

CHILDREN'S SERVICES

SAFEGUARDING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to safeguard children and young people in Sunderland. Safeguarding incorporates the 'staying safe' aspect of Every Child Matters (ECM), and ensures that children and young people are:

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for.

To achieve this aim, the service has four key service functions:

- Case Management
- Safeguarding Children Unit
- Services for Children Looked After
- Services for Disabled Children.

The primary aim of **Case Management** is to support families where children have high levels of need (including those who are in need of protection from harm) and arranges alternative care when children cannot safely live at home, in the short term or permanently. To achieve this aim, the service, through Initial Response Teams, Locality Teams and Permanence Teams, provides:

- Initial response teams - to deal with all new contacts and referrals for children in need and child protection cases, and complete initial assessments of need
- Locality teams - to undertake further assessment and develop support services to meet identified needs
- Permanence teams - which are responsible for children for whom a permanence plan has been identified. They will draw up, implement and monitor individual care plans for children, and facilitate plans for permanence.

The primary aim of **Services for Looked After Children** is to provide adoption, fostering and residential placements for children and young people who cannot be looked after in their own homes. To achieve this aim, the following services are provided:

- The adoption service recruits, assesses, trains and supports prospective adopters. The service ensures children are matched with adoptive families capable of meeting their needs. The After-Adoption Service assesses the support needs of adoptive families, facilitates or provides after adoption support services, a Post Box service (an indirect contact service where adoptive parents can provide information to birth parents, and vice versa) and support and advice to the birth families of children placed for adoption
- The fostering service recruits, supports and trains foster carers to provide family placements for children looked after. The service provides foster care for children for time limited periods and permanent care.
- The children's residential homes provide time limited and permanent residential care for looked after children, as a preferred option to family placements for some children.
- The community support team supports families and young people to prevent children becoming looked after, and for those who do, enables an early return to families from unplanned accommodation and support to foster placements.
- The Placement service manages a multi-agency Placements and Resources Panel (PARP), which considers all requests for placements for children and young people prior to or immediately after becoming looked after. PARP considers placement changes both temporary and permanent and advises on legislation, procedures and practice related to looking after children.

The primary aim of the **Safeguarding and Quality Assurance** service is to quality assure work in relation to children looked after and child protection, and to support the achievement of effective multi-agency safeguarding work. To achieve this aim, the service:

- Provides independent chairs of statutory reviews and conferences in Child Protection and Looked After systems and tracking of care plans
- Undertakes regulatory visits to children's homes
- Carries out independent audits
- Co-ordinates and facilitates the work of the Local Safeguarding Children's Board (LSCB)
- Provides independent support for children looked after
- Offers advice, guidance, support and training regarding safeguarding to all staff working in/for schools and educational establishments
- Commissions independent advocacy provision where required for Looked After Children.

SAFEGUARDING

The primary aim of the **Service for Disabled Children** is to:
▪ Support disabled children, from birth to age 18, and their families to live ordinary lives and be fully included in society
▪ Undertake a safeguarding role to act in the best interest of the child
▪ Work closely with partner agencies to assess the needs of families which include a child with substantial and permanent disability
▪ Make available a wide range of services through direct provision, commissioning with the independent sector or direct payments to the parents to enable them to make their own arrangements.
▪ Enable disabled children to access universal services where appropriate, with additional support where required
▪ Provide direct services including:
  - a family support service and access to inclusive leisure activities
  - a joint service with health to support children with challenging behaviour (Quest)
  - overnight short beak care (in a children's home and with foster carers)
  - long term care (in a children's home and with foster carers).

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service is keen to progress its needs assessment to better identify the needs of its customers or potential customers, and provide services to meet that need. Some of the key approaches the service is using are through consultation and engagement of children and young people to ensure service delivery is focused on the child and their needs; and using needs-based data to identify a broader requirement of what support services are required.

A young people's officer is in post and is working with children and young people to gain their views.
Seeking information from individuals takes place through:
▪ 100% of looked after children contribute their views to their looked after reviews
▪ Viewpoint, a software package that enables anonymous consultation with young people is being used with disabled children and young people. This information can be aggregated to provide a group based consultation.

Groups of children and young people are consulted by:
▪ Staff in children's homes consult with children both individually and, on at least a monthly basis, with the whole group
▪ 4UM (which is a group of children looked after) meets on a monthly basis with the Head of Safeguarding quarterly. Issues are fed back to relevant service managers to action
▪ The FCCG (Foster Care Consultative Group) continues to meet regularly. The Ofsted inspection of the fostering service in September 2007 found this aspect of the service to be good.

Parent carers are represented on the Strategic Partnership for Disabled Children and Young People and those with Complex Health Needs.

A parent carer forum is held every year to enable parents of disabled children to participate in service development. They have the opportunity to talk with other professionals, learn about what developments have been made and to give us their views about what support they want.

The Service for Disabled Children is undertaking customer satisfaction surveys of key service provision, including home based support, direct payments and overnight short breaks, and aim to continue using surveys to gain feedback.

Parents are invited to child protection conferences, reviews and Looked After Children (LAC) reviews. Invitation letters have been updated and offer an opportunity to raise any additional needs parents, children or professionals have to enable them to access venues for meetings. If needs are raised then reasonable adjustments are made to enable all invitees to participate. A system is in place that monitors requests made and what adjustments are made in response to them.

To further engage fathers, a system is in place for IROs (Independent Reviewing Officers) to specifically ask Social Workers if a father has been contacted and invited to conferences and reviews, and whether they do attend.

CHILDREN'S SERVICES

SAFEGUARDING

The service has migrated information about clients held on SSID (Social Services Information Database) to the Swift database. Comprehensive reports have been set up that aggregate information from Swift, using a package called Infoview. The service is using these reports to monitor specific information and new reports are being created. The systems are used as part of the needs assessment and towards service planning.

ICS (Integrated Children's System) came online in November 2007. It holds detailed information about individual customers, including assessment information. The system is being developed to ensure we have a better understanding of the collective need of our customers.

An extensive exercise has taken place and is ongoing, which is aimed at providing better management information across a number of IT systems that support children and young people with learning difficulties and/or disabilities. A training needs analysis has also been undertaken to determine what additional skills our staff need to support our customers.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The service is looking to improve staff awareness of their responsibilities regarding equality and diversity and train all staff to recognise potential barriers to access for service users and how to act on them. An audit of equality and diversity training has been undertaken with all staff in the Safeguarding Unit and training is to follow. Safeguarding has also carried out INRAs (Impact Needs Requirements Assessments) and is scheduled to refresh these by May 2008. Some examples of improvements in achieving equality for all are as follows:

- Children's homes managers have attended a series of workshops designed to increase knowledge and skills in workforce management.
- Staff have access to training, are involved in the development of service and team plans and the Golden Thread is promoted within the service - illustrating how working with individual children and young people to meet their needs links with appraisal, team planning, service planning, and strategic planning.
- When writing to invite individuals to conference and review conferences, the opportunity to raise any additional needs they have to enable them to read or be aware of content of reports is given. If any needs are raised then reasonable adjustments are made to enable all invitees to participate.
- The service is looking at what written information can potentially be made available in other languages and formats.
- Services for Disabled Children has been working with a number of services to ensure disabled children are addressed and incorporated in corporate planning and strategies, including:
  - Adult Services, to improve understanding and relationships between the two services, in order to further improve a young person's transition to adulthood
  - Chief Executive's Department, to ensure disabled children are included in the council's Equality Scheme
  - Community and Cultural Services, to include disabled children in the council's Play Strategy.

The Safeguarding Unit also supports Children's Service's and the council to achieve Level 4 of the Equality Standard in 2008/09 and Level 5 in the next 2 years, and has also contributed to the Children's Service's Directorate Equality Action Plan.

There is a strong culture of appraisal in Safeguarding, and appraisals are supported by regular one to one meetings between staff and their line managers. Professional development for staff is encouraged and is also linked to appraisal and service improvements, demonstrating links with the 'Golden Thread' of performance management.

A major area of improvement for Safeguarding, linked to workforce development and also diversity of the workforce, is the recruitment of social workers. This is a national problem and Sunderland is looking to reduce its own difficulties in a number of ways. Firstly, a number of under-graduate and newly qualified social workers have been employed, by offering attractive starting bonuses and salaries. Also, a number of existing Assistant Childcare Workers have been offered the opportunity to train as social workers.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

In the recent Joint Area Review, the Staying Safe outcomes was awarded a Grade 2 and judged as being *Adequate.* This contributed to Children's Service *Good* overall outcome, and also to the council's *Good* Comprehensive Performance Assessment. However, there were some challenges for Safeguarding and these are being dealt with through the immediate implementation of an improvement plan as part of the Joint Area Review Action Plan, which was agreed by Cabinet and forwarded to Ofsted in September 2007. A Business Process Review of the Initial Response Team was also carried out during April to October 2007, to identify long term improvements in this area. Also, Children's Services commissioned the Improvement and Development Agency (IDeA) to test the progress made in Safeguarding since the inspection.

CHILDREN'S SERVICES

SAFEGUARDING

The IDeA use the support of Beacon Council's to provide a steer for Sunderland to make further improvements based on good practice from around the country. The review is due to conclude in March 2008, and a report setting out a full range of recommendations will be received, some time in April 2008.

The service continues to have a strong performance management culture. There are a total of 21 performance indicators monitored in relation to the Staying Safe outcome within the Children and Young People's Framework, and the Local Area Agreement. 19 of these 21 indicators had targets set in the previous year, and whilst only 9 of those targets were achieved, 16 of the 21 indicators improved, with 3 declining and no trend for the remaining 2.

To achieve improved outcomes, a 5 year Children Looked After Prevention and Placement Strategy was developed and approved by Cabinet in April 2004. The aim was to ensure that Safeguarding is working towards reducing the number of children looked after, by preventing children becoming looked after, supporting those that are looked after to return home to their family, and increasing the number of family placements. Improvements have been made in response to the services' needs assessment and to achieve better value for money. Wellesley children's home closed on schedule and new provision for care leavers opened in February 2007. Avenue Vivian children's home closed in November 2007, leaving 7 mainstream homes with a total of 45 places.

Multi-agency work is in progress to manage numbers on the Child Protection Register. Current levels are in line with neighbouring and comparable authorities, and with national trends.

To ensure efficiency within the service, a robust quality assurance process has been implemented. As part of this process, independent services have been commissioned to assess casework. To further extend and strengthen the process, an additional Quality Assurance Officer will be appointed.

Spending on safeguarding children and young people in 2006/07 was median compared to nearest neighbours. Costs would normally be higher when a council has comparatively high numbers of children in need and children in the looked after system. Therefore, average spending in this context is positive. The high numbers of children in need and children within the looked after system is actively being addressed through the Children Looked After Prevention and Placement Strategy. This seeks to reduce the number of children who enter the looked after system, reduce the reliance on Children's Residential Homes (high cost, lower outcomes) and keep children within families including more fostering and adoption, thus providing better outcomes for those children. The success of the strategy is reflected in the improving performance, demonstrated through the performance management framework, where efficiency savings have been realised primarily through the realignment of Children's Homes services that has enabled re-investment in preventive services as identified in Children Looked After Prevention and Placement Strategy.

The budget for 2008/09 has been set, taking into account efficiency savings of £38,000. These have arisen from
- A review of staffing levels across Children's Homes (£28,000)
- Efficiencies following the re-alignment of budgets (£10,000).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Safeguarding is a key partner in the Local Safeguarding Children Board (LSCB). The LSCB is responsible for co-ordinating all the work that is going on within the city to make sure our children and young people are safe. This means:
- Being safe from abuse and neglect
- Not being injured or killed in accidents
- Being safe from bullying and discrimination
- Being safe from crime and anti-social behaviour
- Living in secure and stable homes where they are cared for.

To strengthen partner engagement and delivery, LSCB structures and chairing arrangements will be reviewed, following a national review of progress and using the outcomes from the IDeA Peer Review.

Case Management is leading a working group to explore ways of social workers being based in localities to ensure the service is more responsive to the needs of its customers. As part of this, stronger links are being developed with children's centres through the creation of new posts of Children and Family workers, which will ensure vulnerable children have access to support services within their own community.

The service takes a leading role for the partnership for Disabled Children and those with Complex Health Needs. The partnership takes a strategic lead across all agencies in the city for children and young people with a learning difficulty and/or disability (LDD), and ensures strategic planning is comprehensive and coordinated.

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It has clear links with other partnerships that also have a responsibility for some of the children and young people within the LDD group, e.g. Child and Adolescent Mental Health Service, Early Years and is aligned to the Children's Trust arrangements.

Safeguarding also takes the lead for the MALAP (Multi-Agency Looked After Partnership), which operates on the same basis as the Disabled Children Partnership, but co-ordinating planning for children in care. It is also aligned to the Children's Trust arrangements.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Work to tackle school bullying and record bullying incidents.	**R.32** As part of BVPI 225 on domestic violence an education pack has been developed for use in schools. As approaches to bullying and domestic violence (DV) are to some extent interlinked, it would be a positive step for the Local Education Authority to encourage schools to consider domestic violence alongside bullying within the Personal, Health and Social Education (PHSE) curriculum, using the domestic violence education pack	Sharon Kane has been asked to join the Anti-Bullying Strategy Group that feeds into the Children and Young People Plan and work in schools and wider community. S Kane also working with John Britton and Anti Bullying Team to track work in schools. DV partnership and Local Safeguarding Children's Board (LSCB) working jointly to progress Anti Bullying conference held November 2007 and Sharon Kane facilitated workshops and worked closely with the Anti Bullying Team	To ensure all schools are monitored on the work they are undertaking	To obtain baseline data and to ensure schools are compliant with the anti-bullying strategy. To increase reported incidents of bullying and make students aware of unacceptable behaviour and that healthy relationships are vital
Currently piloting the Common Assessment Framework (CAF) and work going on to integrate elements of the Youth Offending Service (YOS) ONSET assessments with the CAF process in relation to assessing the risks of offending	**R.33** The Children's Board should invest in Children's Centres and the early identification of risk through the Common Assessment Framework, as well as in the Youth Intervention Programme (YIP) and the Youth Inclusion Support Project, Wear Kids, currently funded though the YOS and Children's Fund	Common Assessment Framework (CAF) and Lead Professional (LP) Practice being piloted since July 2006 on two sites (North Washington and New Silksworth Children's Centre) and from Jan 2007, by Connexions in West Area. CAF/LP practice and policy migrated into key services - YOS, Children's Fund, Barnardo's Sure Start On track and Youth Inclusion Project	Common Assessment to be adopted as the main tool in enabling integrated working practices in the Targeted Youth Support initiative	Multi-agency teams established CAF embedded in targeted youth support practice

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Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
		CAF practice to be further developed with partner organisations on locality basis starting in South East Sunderland from Sept 2007 using learning from earlier pilots. All children looked after have ONSET assessment to identify risk of offending and as basis for targeted preventive work		
The Safeguarding Children Board has priorities relating to the S17 agenda including children who witness or experience domestic violence, children whose parents are misusing substances and children whose parents are experiencing mental health problems	**R.35** Responses need to be developed by the Safeguarding Children Board on a corporate, as well as a multi-agency basis. Multi-Agency response from Safeguarding Board on Section 17 responsibilities	DV Forum and LSCB working jointly on improving co-ordination of multi-agency responses to children harmed by domestic violence. Training delivered to staff on multi-agency basis. "Hidden Harm" local network established to address harm caused by parental problem drug use - developing local assessment of need and co-ordinated responses across agencies. Actions to improve outcomes for this group of children included in multi-agency Children and Young People's Plan 2007-2009 (Priority 6) DV Forum and LSCB joint event 20/7/07 to further develop multi-agency responses to safeguard children who experience domestic violence	To have in place risk assessment to identify high risk cases being identified by DV Partnership Joint LSCB/Hidden Harm event to take place on 5 March 2008 to establish improved pathways and multi-agency working.	Improved analysis of risk and multi-agency responses to children impacted on by DV Improved engagement with adult treatment providers in identification of risk to and needs of children and young people impacted on by parent/carer substance misuse
Manage the Children's Fund and delivery of preventive services for 5-13 year olds	**R.37** It will be important, when the Children's Fund ceases in 2008, to ensure that the resources for preventive work, where they are demonstrated to be effective, are built into mainstream provision	Children's Fund provider organisations' preparing exit strategies for 2008, for consideration by partners in March 2007. Good practice from Children's Fund Services being incorporated into mainstream service delivery. Children's Counseling Services now integrated with Community Children and Adolescent Mental Health Service (CAMHS) and accessed by single referral process	Prepare Prevention Strategy setting out a Children's Trust approach to prevention and early intervention in order to improve outcomes for children and young people Review priorities and invest the Prevention Grant 2008-2011 to commission the delivery of preventative services to meet outcome based service specifications	Embed a strategy for preventative practices and process across universal, targeted and specialist services for children and young people Improve outcomes for children and young people as prioritised in the Children and Young People's Plan 2007-2009 Allocated the Prevention Grant to effectively improve priority outcomes

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PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 50	The percentage of young people leaving care aged 16 or over with at least one GCSE at grade A* - G or a GNVQ	64.3%	70%	66%	Yes	66%	67%
BVPI 161	The percentage of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19	0.71%	0.84%	0.74%	Yes	0.75%	0.76%
BVPI 197	Percentage change in number of conceptions amongst 15-17 year olds against 1998 baseline	-18.7%	-24.7%	-12.2%	No	-30.7%	-36.9%
BVPI 49	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31 March in any year with 3 or more placements during the year (Amended in 2004/05 to exclude children adopted)	13.3%	8%	12.4%	No, target missed but performance is very good and LA in top banding for this category.	12%	12%
BVPI 163	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	7.2%	11.6%	8.3%	No, due to the introduction of new legislation led to delay in progressing plans and the impact of vacancies in case management.	8.5%	8.6%
BVPI 162	The percentage of child protection cases which were reviewed regularly, out of those cases which should have been reviewed during the year	96%	100%	100%	Yes	100%	100%

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KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Child Protection Implement Public Law Outline (Child Protection case management system replacing existing protocol)	Ensure revised procedures are in place to reduce the time taken on care proceedings	Ensure revised procedures put in place are working effectively	Continue to monitor the effectiveness of the procedures	Improved and speeded up of conduct of care to reduce the impact on the children involved	SP4 SP5 SP6 SP8	2 3 4 5	CS
Further improve our assessment of need to ensure the support that we offer meets the needs of families in the city	Support parents to participate in service developments Develop IT systems to record the views of children, young people and parents. Develop workforce strategies to retain skilled and experienced staff within the workforce	Develop Integrated Children's System to provide comprehensive reports on needs identified in assessments	Project complete	Services are better aligned to meet the needs of customers Improved use of data and IT systems Increased service user participation	CIO1 SP4	3 5	HOS
Bullying	Implement Anti-bullying Strategy	Evaluate and review Anti-bullying Strategy	Act on outcomes of evaluation	Increased and consistent recording of bullying incidents Children and young people feel more confident to report bullying	CIO4 SP4	3	HOS
Improve awareness of private fostering arrangements to meet legal requirements.	Implement action plan for improving notifications Promote awareness of legal requirements, particularly with social workers, schools and health visitors	Review performance around notifications	Project complete	Increased notifications of children and young people in private fostering arrangements	CIO3 SP4	2 3	DevM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Recruitment and retention of social work staff and carers within fostering and adoption	Establish and implement recruitment and retention strategy of social work staff Implement recruitment and retention strategy for carers in fostering and adoption	Improve partners knowledge about safe recruitment	Project complete	Increase in qualified and experienced staff recruited Improved retention staff rates Increase in numbers of foster carers and adoptive carers recruited and retained Improvements in placement availability and choice	CIO2 SP4	2 3	DevM
Support families at an early stage by investing in prevention and early intervention	Scoping exercise to identify areas of work in which to invest Explore the service's ability to expand the range of short break provision Encourage and fully support use of the Common Assessment Framework Increase capacity for family support, in partnership with children's centres	Act on findings of scoping exercises	Project complete	Reduction in numbers of children becoming looked after or being on child protection register	CIO1 SP4	3 5	HOS
Improve parenting support to children and families	Put in place targeted parenting programmes for parents of children in care	Evaluate effectiveness of training.	Further develop practice in light of evaluation.	Young people benefit from sustained family links, continuity of education and identification with community. Reduction in numbers of children looked after to 64 per 10,000 in March 2009.	CIO1 SP4	3	DevM

CHILDREN'S SERVICES

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Ensure professionals in all agencies have a clear understanding of children in need and child protection thresholds, to ensure the appropriate children are referred to the appropriate statutory service	Provide training to multiple agencies regarding children in need and Child Protection thresholds	Continue to provide training to multiple agencies regarding children in need and Child Protection thresholds	Continue to provide training to multiple agencies regarding children in need and Child Protection thresholds	Consistency in the needs of children that are registered/de-registered on the Child Protection Register Reduction in numbers of children looked after Reduction in numbers of children with child protection plan Increase the number of children in need with a multi-agency plan	CIO3 SP4	3	AHOS
Improve support for children and young people where parents misuse substances and experience domestic violence	Clear multi-agency assessment and intervention arrangements for working with families impacted on by Domestic Violence. Strengthen link between the Domestic Violence Partnership board and the LSCB	Support development of a hostel in Sunderland for perpetrators of domestic violence. (With Wearside Women in Need and Safer Sunderland Partnership)	Joint training across Children's Services social care and Adult Social Services. Pre-CAF checklist to be undertaken by Adult Services, with service users that are parents	High reporting and low incidence of Domestic Violence Improved arrangements for supporting whole family affected by parental behaviours Improved multi-agency arrangements and working	CIO4 SP4	2 3	DevM
Improve the transition for disabled young people from Children's to Adult Services	Implement new interagency guidance for transition to adulthood Increase numbers of disabled children benefiting from person centred planning process	Review transition working with adult services	Project complete	Consultations finding show improved outcomes and improved outcomes and reported experience for young people as they become adults	SP4	2	DevM

SAFEGUARDING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement the recommendations of the White Paper "Care Matters: Time for Change"	Review action plan in light of changes to statutory and regulatory framework	Respond to requirements in White Paper	Respond to requirements in White Paper	All five ECM outcome areas for children and young people are improved	CIO1 SP4	3	DevM
Improve outcomes for children and young people living in children's homes	Develop joint commissioning of services for looked after children.	Provide volume and range of places consistent with needs analysis for children in care.	Project complete	Young people are supported throughout the transition from childhood and adulthood in a safe environment.	CIO1 SP4	3	DevM
Reduce offending amongst children looked after	Undertake a robust analysis of looked after offenders and establish additional strategies to reduce offending	Implement strategies to reduce offending.	Project complete	Reduction in number of Children Looked After who offend.	CIO3 SP5	3 5	DevM

FINANCIAL

CASE MANAGEMENT

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	5,172,553	5,096,050	5,340,230	Employees	5,211,819
2	51,833	63,772	61,907	Premises	62,331
3	349,360	285,901	273,651	Transport	285,901
4	536,786	279,008	290,459	Supplies and Services	469,264
5	479,374	441,616	452,660	Third Party Payments	490,513
6	165,820	182,995	182,995	Transfer Payments	214,620
	6,755,726	6,349,342	6,601,902		6,734,448
7	239,828	15,775	16,007	Less Income	16,169
	6,515,898	6,333,567	6,585,895	**Delegated Budget**	6,718,279
				Non-Delegated Items	
8	805,955	1,330,095	1,330,095	Central Support Service Recharges	1,272,754
9	724,091	418,057	418,057	Departmental Administration	412,228
10	9,583	5,881	5,881	Repairs and Renewals	16,409
11	4,549	4,549	8,000	Asset Charges	8,000
12	233,362	139,810	175,403	Employees - FRS 17 Pensions	237,867
	1,777,540	1,898,392	1,937,436	**Non-Delegated Budget**	1,947,258
	8,293,438	8,231,959	8,523,331	**TOTAL BUDGET**	8,665,537
	180.2	180.5	180.5	**Total No. of Staff**	181.0

Responsible Budget Holder
Assistant Head of Safeguarding

CHILDREN'S SERVICES

SAFEGUARDING

CENTRAL BUDGETS AND EXTERNAL PLACEMENTS

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	313,822	158,205	197,223	Employees	135,343
2	8,267	11,711	11,596	Premises	11,711
3	3,975	9,735	9,535	Transport	9,908
4	771,535	518,342	596,651	Supplies and Services	725,071
5	2,138,594	1,746,698	1,800,942	Third Party Payments	1,772,414
6	149,000	50,000	50,000	Capital Financing	50,000
7	232,513	0	0	Delegated Budget c/fwd	0
	3,617,706	2,494,691	2,665,947		2,704,447
8	2,109,139	1,713,903	1,814,193	Less Income	1,521,554
	1,508,567	780,788	851,754	**Delegated Budget**	1,182,893
				Non-Delegated Items	
9	465,487	243,363	243,427	Central Support Service Recharges	253,814
10	64,451	124,783	124,783	Departmental Administration	124,021
11	26,265	48,967	102,881	Asset Charges	65,828
12	15,097	7,643	6,531	Employees - FRS 17 Pensions Adjustment	5,588
	571,300	424,756	477,622		449,251
12	843,696	425,957	425,957	Less Income	205,302
	(272,396)	(1,201)	51,665	**Non-Delegated Budget**	243,949
	1,236,171	779,587	903,419	**TOTAL BUDGET**	1,426,842
	12.5	8.0	8.0	**Total No. of Staff**	4.0

Responsible Budget Holder
Head of Safeguarding

SAFEGUARDING CHILDREN UNIT

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	820,721	848,293	885,490	Employees	960,292
2	321	340	2,388	Premises	2,388
3	17,726	14,138	14,639	Transport	17,643
4	51,151	20,529	60,854	Supplies and Services	72,383
	889,919	883,300	963,371		1,052,706
5	56,256	41,967	47,793	Less Income	83,480
	833,663	841,333	915,578	**Delegated Budget**	969,226
				Non-Delegated Items	
6	25,963	68,084	68,084	Central Support Service Recharges	79,895
7	38,723	21,500	26,931	Employees - FRS 17 Pensions Adjustment	40,631
	64,686	89,584	95,015	**Non-Delegated Budget**	120,526
	898,349	930,917	1,010,593	**TOTAL BUDGET**	1,089,752
	25.6	25.6	25.6	**Total No. of Staff**	28.6

Responsible Budget Holder
Safeguarding and Quality Assurance Manager

CHILDREN'S SERVICES

SAFEGUARDING

SERVICES FOR LOOKED AFTER CHILDREN

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	5,539,377	4,855,183	4,853,240	Employees	4,888,345
2	398,277	223,690	224,083	Premises	213,280
3	143,304	137,153	137,153	Transport	143,225
4	498,443	567,321	567,321	Supplies and Services	581,377
5	4,315,248	4,442,750	4,632,828	Third Party Payments	4,658,073
6	30,742	34,518	34,518	Transfer Payments	35,380
	10,925,391	10,260,615	10,449,143		10,519,680
7	1,104,916	809,396	827,085	Less Income	501,681
	9,820,475	9,451,219	9,622,058	**Delegated Budget**	10,017,999
				Non-Delegated Items	
8	479,618	471,776	471,776	Central Support Service Recharges	494,190
9	765,512	412,924	412,924	Departmental Administration	407,987
10	147,301	60,434	60,434	Repairs and Renewals	54,103
11	55,645	54,904	67,531	Asset Charges	67,531
12	115,723	122,669	156,312	Employees - FRS 17 Pensions Adjustment	206,458
	1,563,799	1,122,707	1,168,977	**Non-Delegated Budge**	1,230,269
	11,384,274	10,573,926	10,791,035	**TOTAL BUDGET**	11,248,268
	181.0	156.0	156.0	**Total No. of Staff**	156.3

Responsible Budget Holder
Manager, Services for Children Looked After.

SERVICES FOR DISABLED CHILDREN

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,806,048	1,839,312	1,808,490	Employees	1,842,339
2	104,158	120,830	121,751	Premises	122,927
3	89,996	97,311	97,311	Transport	89,284
4	196,143	212,739	218,160	Supplies and Services	158,627
5	82,384	88,700	88,700	Third Party Payments	81,280
6	86,205	91,530	91,530	Transfer Payments	113,151
	2,364,934	2,450,422	2,425,942		2,407,608
7	368,921	218,674	254,095	Less Income	267,911
	1,996,013	2,231,748	2,171,847	**Delegated Budget**	2,139,697
				Non-Delegated Items	
8	116,548	163,060	163,060	Central Support Service Recharges	162,494
9	0	24,065	24,065	Departmental Administration	18,372
10	4,046	16,091	16,091	Repairs and Renewals	17,474
11	13,105	9,956	8,996	Asset Charges	8,996
12	75,267	47,662	53,671	Employees - FRS 17 Pensions Adjustment	77,141
	208,966	260,834	265,883	**Non-Delegated Budget**	284,477
13	148,397	0	0	Less Income	0
	60,569	260,834	265,883	**Non-Delegated Budget**	284,477
	2,056,582	2,492,582	2,437,730	**TOTAL BUDGET**	2,424,174
	67.3	62.5	62.5	**Total No. of Staff**	61.5

Responsible Budget Holder
Strategic Manager, Services for Disabled Children.

FURTHER INFORMATION
For further information about the service please contact
Head of Service: Mick McCracken - Tel: (0191) 561 1349; email: mick.mccracken@sunderland.gov.uk
Case Management: Mary Scholes - Tel: (0191) 566 1506; email: mary.scholes@sunderland.gov.uk
Safeguarding and Quality Assurance: Janet Newton - Tel: (0191) 566 1602;
email: janet.newton@ssd.sunderland.gov.uk
Services for disabled children: Steve Fletcher - Tel: (0191) 566 2209; email: steve.fletcher@sunderland.gov.uk
Services for looked after children: Nick Murphy - Tel: (0191) 566 3235; email: nick.murphy@ssd.sunderland.gov.uk

To find out more about the service visit the website
www.sunderland.gov.uk/Public/Editable/Themes/childrens-services/stay-safe.asp

Use the Internet to find information on Local Strategic Children's Board (LSCB) -
www.sunderlandchildrenstrust/profs-safeguardboard-procedures.asp

Services for disabled children - **www.sncwd.org.uk**

CHILDREN'S SERVICES

MEMORANDUM ITEM

Education and Children's Social Care Related Expenditure

	Original Estimate 2008/09
	£000s
Schools Block Base Budget 2007/08	**158,480**
Increase for Final DSG figure	84
Add Learning and Skills Council 6th Form Funding	6,192
Schools Block Base Budget 2007/08	**164,756**
Individual School Budget (including contingency) increases :	
Reduction in pupil numbers protected by 2% floor	(3,262)
Post 16 LSC Funding Increase	103
Minimum Funding Guarantee	3,322
Funding to Needs led formula requirement	912
Additional Funding to meet DSG requirements	1,305
Schools Block Other increases:	
Inflation and School Pressures	353
Post 16 LSC Funding Increase (SEN)	27
School Redundancy	360
Schools Block Draft Budget 2008/09	**167,876**
Dedicated Schools Grant (Indicative)	161,748
Learning and Skills Council	6,128
Amount above Dedicated Schools Grant	0
Education LA Draft Budget	**29,483**
Children's Social Care	
RCCO	50
Service Strategy	124
Commissioning and Social Work	10,044
Children Looked After	13,295
Family Support Services	1,499
Youth Justice	1,878
Asylum Seekers	0
Other Children's and Families' Services	2,293
Total Children's Social Care Budget	**29,183**
Total Children's Services Budget	**58,666**

TRADING SERVICE ARRANGEMENTS
The following page sets out the detail of the trading budgets operated by the Children's Service.

Page No: **Service**
   288   Derwent Hill
   289   School Support Services

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering; details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:
- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:
- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
  - a contribution to the Main Service budget as a result of generating a surplus or
  - a contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

TRADING OPERATIONS

DERWENT HILL
Details of the service roles and responsibilities are provided on page 255.

FINANCIAL
The financial objective of the trading operation at Derwent Hill is to break even on its delegated budget through income generating activities. The delegated budget reflects a departmental contribution to fund Educational Visit Advisory Service undertaken by Derwent Hill on behalf of the Directorate.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	822,508	756,610	817,107	Employees	818,169
2	167,869	104,261	114,373	Premises	89,071
3	27,628	33,516	33,516	Transport	27,050
4	256,004	278,422	278,422	Supplies and Services	277,023
	1,274,009	1,172,809	1,243,418		1,211,313
5	1,125,740	1,130,266	1,142,824	Less Income	1,106,174
	148,269	42,543	100,594	**Delegated Budget**	105,139
				Non-Delegated Items	
6	43,917	78,437	78,437	Central Support Service Recharges	78,947
7	37,080	17,508	17,508	Repairs and Renewals	27,863
8	40,300	36,756	36,756	Asset Charges	36,756
9	20,392	11,031	13,764	Employees - FRS17 Pensions Adjustments	21,382
	141,689	143,732	146,465	**Non-Delegated Budget**	164,948
10	289,958	186,275	247,059	**DEFICIT OF TRADING ACTIVITY**	270,087
	(289,958)	(186,275)	(247,059)	**Contribution from Main Service Budget**	(270,087)

Responsible Budget Holder
Centre Director of Derwent Hill

CHILDREN'S SERVICES

TRADING OPERATIONS

SCHOOL SUPPORT SERVICES
Details of the service roles and responsibilities are provided within Resources (Page 227) and Standards (Page 239).

FINANCIAL
The budgets below represent the Support Services provided to Sunderland schools. The services are Finance, Personnel, EDIT, Governors and School Improvement.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	971,019	1,064,206	1,064,206	Employees	1,137,215
2	15,674	16,312	16,312	Premises	21,663
3	9,813	15,094	15,094	Transport	15,298
4	184,120	138,931	138,931	Supplies and Services	131,186
5	40	5,931	5,931	Third Party Payments	5,699
	1,180,666	1,240,474	1,240,474		1,311,061
6	1,180,666	1,240,474	1,240,474	Less Income	1,311,061
	0	0	0	**NET COST OF SERVICE**	0

Responsible Budget Holder
Head of Service - Resources

ROLES AND RESPONSIBILITIES

The Adult Services Portfolio aims to promote independence by supporting people to achieve their potential; protect vulnerable people and is a positive force in promoting social inclusion. These aims are achieved through working in partnership with services within the council, and with the Health, Independent and Third (i.e. not for profit) Sectors.

The Adult Services Portfolio operates within the framework provided primarily by the **Department of Health's 1998 White Paper** *'Modernising Social Services'* and the **2006 White Paper** *'Our Health, Our Care, Our Say'* to provide essential care, protection and support for vulnerable adults. The scope of social/health care has broadened under the 2006 White Paper from its traditional role to encompass issues for all residents, including well being, citizenship and participation within the nationally defined responsibilities of a Director for Health, Housing and Adult Services, and this has significant consequences for the Portfolio, council and city more generally.

The requirements set out in *Our Health, Our Care, Our Say* are key drivers for change for adult social and health care and wellbeing. The White Paper sets out the Government's vision for community health and social care over the next 15 years and sets out how services should improve health, independence and wellbeing of individuals; provide care closer to people's home; put people in control over decisions about their lives and improve support for people with longer-term needs. One of the main directions for the White Paper is to increase choice by developing self-directed support, for example through Individualised Budgets to "pool" resources so that people can decide how to pay for their own care and support, and to improve people's ability to self-direct themselves to services. This would include not only social care, but more universal services, such as those that provide leisure and cultural opportunities. A more general expectation is that the council and city should improve access to, and support within, more universal services for disadvantaged or vulnerable individuals and provide greater engagement to empower individuals to make choices about their lives as citizens of the city. A new Government Green Paper setting out proposed changes to social care funding arrangements for the council is to be published in 2007/08 and this will have implications for the Portfolio.

The new directorate of Health, Housing and Adult Services established in 2007 reinforced the future direction and leadership of the council's agenda for Adult Services. The formation of the new directorate was part of the council's response to the requirements of the White Paper, with one advantage being closer and more integrated working between Housing and Adult Services across a number of different areas. Examples include developing long-term housing support for socially disadvantaged adults which is a key objective for both functions. This is carried out through the development of the Home Improvement Agency (HIA), Suitable Homes for Living Strategy and the participation of social care divisions in the council's regeneration projects (further details of which can be found in the Housing and Public Health Portfolio). The Portfolio e is currently formulating its Vision for the next 15 years, and this will be closely aligned with the city's new Sunderland Strategy, as well as the aims and objectives of its partner agencies.

The Portfolio continues to develop its strong partnerships with a number of partner agencies built up over a number of years. In 2007, a Member led multi-agency Adult Social Care Board was established as a formal Council Committee. Its purpose is to advise on social care developments, to provide earlier engagement with key stakeholders and to ensure that any partnership opportunities with the National Health Service (NHS) and Third Sector, who are represented on the Board, are pursued where there are identified common aims and objectives, strategically or in terms of better delivery of services.

There are four services within Adult Services, which are supported by a Performance and Development service, containing support services. The council, Audit Commission and Commission for Social Care Inspection measure progress regularly against a range of national performance outcomes. In addition, there are a number of new National Public Service Agreement targets that involve responsibilities of adult social care in the new National Performance Framework for 2008/09. Many of these are cross-cutting issues reflecting the wider national responsibilities of the Director, for example employment issues for people with learning disabilities, rather than simply describing "traditional" social care issues.

In 2006, the Department for Health's White Paper **Our Health, Our Care, Our Say: A New Direction of Community Services** set out objectives for adult social care - which are also those for most citizens. These objectives are used as outcomes to be achieved for individuals supported by the Portfolio. The objectives are:
- Improved Health and Emotional Well-being
- Improved Quality of Life
- Making a Positive Contribution
- Choice and Control

- Freedom from Discrimination and Harassment
- Economic Well-being
- Personal Dignity and Respect.

In order to deliver these outcomes the Adult Services Portfolio directly provides or commissions, from third and private sector partners, care and support services for adults including:
- Qualified practitioners to formerly assess and develop care plans with individuals to help meet their needs
- Permanent short break residential and nursing care
- Residential and nursing care
- Care at home including home support and meals at home
- Day care and day opportunities
- Financial support for individuals through Direct Payments
- Equipment and minor adaptations
- Professional support for example to access cultural, leisure, employment opportunities in line with the seven objectives above
- Telecare services.

PORTFOLIO CONTEXT
Statutory Context
Most Adult Services functions are provided through statute. Key Acts are the **National Health Service and Community Care Act 1990, Care Standards Act 2000** and the **Health and Social Care Act 2001**. As part of these statutory arrangements, the Department of Health published **Standards on Fair Access to Care Services (FACS)**, which set a national framework by which individual social care agencies should access the eligible social care needs of individuals. All the above reinforce the requirement for individual assessment and service provision to agreed standards, with appropriately trained staff, placing greater emphasis on working in partnership with people who use services, their carers and other agencies.

In line with the Department of Health FACS Guidance in 2003, the Portfolio implemented a local policy statement as the FACS Guidance is issued under Section 7(1) of the Local Authority Social Services Act 1970 within which the council has to operate. The intention of FACS is to create a consistent approach to eligibility decisions about people with differing but eligible needs within a local authority area. This framework sets out clearly the circumstances that make individuals eligible for help, and it is an individual's assessed needs and the risks that they face that are key to maintaining an individual's independence. An operational framework, the Statement of Purpose, supports the policy. In 2007, Sunderland reviewed its application of FACS policy and improved its interpretation to help staff promote customers' move to greater independence and choice, including encouraging staff to work with individuals to signpost or support them into a range of universal and Third Sector services. The Adult Social Care Partnership Board approved the revisions to the FACS eligibility criteria and Statement of Purpose. Part of this revision was to re-affirm provision of services across all 4 FACS bands, i.e. from 'low' to 'critical', and Sunderland is now one of only 4 authorities in England to continue to do so. This reflects Members' ongoing commitment to providing care and support to all eligible individuals in the city, including through low-level, more preventative services.

The Portfolio also has specific responsibilities associated with safeguarding vulnerable adults from harm and abuse, whether customers of the service or more generally residents of the city. This is through formal statutory protection processes, such as the Multi-Agency Protection of Vulnerable Adults, and for which Health, Housing and Adult Services is the co-ordinating body across a number of partners, including the wider council, NHS and the Independent and Third Sector that provide services. Alongside the inspection body, the Commission for Social Care Inspectorate, the Portfolio also has related responsibilities to assure the quality of social care and support available for both its customers and all residents of Sunderland. This is specifically to ensure that both registered and unregistered direct, independent and Third Sector provision is of adequate quality (often laid out within statutory minimum standards). In 2007, the **Mental Health Capacity Act** was given royal assent, and this sets out responsibilities for local authorities to provide appropriate advocacy arrangements for people that might need assistance in providing informed consent to their care and support, for example those with severe dementia. The Portfolio planned to meet the requirements of the Act during the year, and suitable arrangements are now in place to discharge its responsibilities.

ADULT SERVICES

There have been service specific changes in legislation, the key change being the 2006 White Paper '*Our Health, Our Care, Our Say'*. Most of the changes put more emphasis on prevention, as well as the concept of vulnerable individuals and their families exercising more choice and control over decisions about their lives. The scope of recent publications is therefore wider than just social care and sets out a framework to improve the life chances of specific groups of individuals. This has also included new and wider nationally defined responsibilities for the Director of Adult Services, a requirement to improve partnership working with health agencies, and making a number of joint appointments including that of the Director of Public Health within the council. This includes a statutory duty to develop a Joint Strategic Needs Assessment to inform planning to protect and improve the well-being of all residents.

From 2000, the Department of Health published or revised a number of **National Service Frameworks** (NSFs) regarding the health of vulnerable people, including Older People, those with Mental Health Issues and Life-long Neurological Conditions. These papers have helped shape delivery of adult social and community health services for customers, and have promoted strong partnerships between the council and health agencies. Other guidance includes the **Community Care (Delayed Discharges) Act 2003**, which concerns reimbursement between councils and the NHS where the discharge of patients is delayed as a result of the council. This guidance also covered implementation of NHS funded nursing care from 2003.

Local Socio-Economic Change
Sunderland has a population of 223,400 adult residents (in 2007), of which 45,800 are aged 65 years or over in 2007*.* The older population is rising as the overall population is declining, with particular increases in the number of people aged 85 and over, often those that tend to be the most vulnerable group of older people and require the most support. By 2025, the population of those aged 65 and over is projected to rise to 59,500, with nearly 8,000 aged 85 and over.

Sunderland has substantial levels of deprivation relating to social and health problems amongst the population, with mortality rates, although improving, continuing to be higher than the England position. Some 41 out of Sunderland's 188 Super Output Areas (SOAs - "sub-ward level") were among the most deprived 10% in England, whilst 40 of the 188 were in the most deprived for income deprivation. Just less than one quarter of people aged 18 to 64 years reported a life-limiting condition in 2001 Census and it is estimated that around 2.4% of the overall population have learning disabilities. This number of people with these disabilities will fall as the general population in this age range is expected to fall, but those with more significant learning disabilities are expected to increase to 1,500 people by 2021. Around one in five people in Sunderland has a mental health problem at any given time.

There are significant variations between wards in terms of both health and deprivation inequalities in Sunderland. Emergency hospital admission rates in the city remain higher than the national position, but recently the number of admissions started to fall, particularly for older people, as a result of a greater range of preventative health and social care advice, support and services available within the city.

It is estimated that around 40% of people aged 65 and over have problems with some aspects of daily living, compared to a figure of 30% for England. Even if it is assumed that the health of the population improves over the next 15 years, the number of older people with these functional dependencies amongst the older population is projected to increase by 28% to 22,400 older people by 2022, simply because there will be more older people - living longer - in Sunderland. The changes in the population will also mean that there will be changes in the present health conditions, for example, it is expected that the number of older people with dementia in the city will increase by 33% to 4,100 by 2022.

All of these issues mean that Sunderland has a higher level of social care need than the England position. In response to this, the Portfolio continues to provide against all four of the Department of Health's Fair Access to Care service bands, i.e. providing clients assessed as 'critical' through to 'low' with services. This is true of only four English authorities and reflects a policy decision supported by Members to continue to support clients with low-level, preventative services. How to best provide these services in the future within the new context of the White Paper, and related publications, will be a challenge for the city as a whole during 2008/09 and beyond.

The majority of vulnerable, often older, people choose to live at home and the Government requires local authorities to provide more services that enable older people to do so. Providing a diverse range of services to meet assessed need and support people to remain in their own homes requires planning and managing of the social care market to ensure these services. Part of Adult Social Care's development planning is to re-position itself from being a direct provider, to a commissioner, of social care services, whilst ensuring that there is no deterioration in the quality of service offered to vulnerable people and their families.

Other Key Issues

The Portfolio for Adult Services, along with the Portfolio for Housing and Public Health, will set out a 15-year Vision for the future long-term direction of the directorate of Health, Housing and Adult Services, supported by 3 year Delivery Plans through the Corporate Planning process. This will be aligned with the 15-year vision of the Sunderland Strategy and shorter-term Local Area Agreement from 2008 onwards, the development of which the Portfolio contributed to. The Portfolio's Vision will be supported through a 15-year Commissioning Plan for adult social care setting out how it will meet the challenges that it faces in light of the implications of the White Paper. The plan provides the vision for the future identified through the key aims of choice and control; independent living; equal access for all; health and well-being; and better commissioning.

The Portfolio will continue to improve its strong partnership arrangements, particularly with the NHS. City Hospitals Sunderland has Foundation status and the Portfolio is working with it to establish a joint Health and Social Care Foundation Community that will enable consultation with the public on major changes relating to Health and Social Care.

The Portfolio also continues to develop its strong partnerships with the NHS built up over a number of years, and these were maintained following the national re-organisation of primary care. A number of formal Health Act Flexibilities exist between the Teaching Primary Care Trust and Health, Housing and Adult services directorate, which include pooled budgets.

In 2008/09, the Portfolio will strengthen this relationship with the joint appointment of a Locality NHS Service Manager within the new senior management structure in Health, Housing and Adult Services to provide more effective co-ordination of operational services. The post will be responsible for the operational delivery of community nursing services in Sunderland. The Portfolio continues to work in partnership with the Third Sector to improve the range of preventative services available to residents, for example through £1m Prevention Through Partnership Programme which was funded from NRF during 2006/07 and 2007/08.

The Commission for Social Care Inspection (CSCI) judges the Portfolio's performance annually and has consistently been rated amongst the (top-band) three star Adult Social Services in England, the inspection judgement is that social care outcomes for people are 'excellent', with 'excellent capacity for improvement'.

The Portfolio is well placed to deliver the new requirements of the White Paper. One example of this is the development of the Care Management and Assessment Programme over the next 3 years, which sets out to improve the customer journey through the council, whilst making the best use of resources. The Business Improvement Programme to be delivered by April 2008 is the first phase of delivery.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Implement the council's White Paper response relating to care management, resources leadership recommendations, governance arrangements, promoting council strategies, e-Government and partnerships	Yes, ongoing process	Improve delivery of services to socially disadvantaged individuals (improvements in PAF D55, D56), as well as ensuring the council provides btter value for money.	SP4	5
Scope a new model for the Assessment and Care Management Process, to improve the current delivery chain, including using general enquiries as an initial point of contact	Yes, ongoing process	Improve delivery of services, including improving speed of appropriate delivery and customers exercising more choice about the outcomes they want (improvements in PAF D55, D56, D54). Phase I will improve customer journey for minor and major adaptations (developed April 2008).	SP4	5

ADULT SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Continue to support and develop NHS/council national statutory initiatives and to provide a programme of preventative projects managed by public and Third Sector agencies	Yes, ongoing process	More joined up delivery of services for customers, whilst assuring the quality of their care and support and delivering better value for money across the city (Improvements in PAF C28-C31)	SP4	5
Implement changes to incorporate more joint planning arrangements and service delivery within the council for vulnerable, socially disadvantaged people or those with life long limiting conditions	Yes, ongoing process	Improved individuals' control over their lives, including better use of direct payments and individualised budgets, and also providing better value from Third Sector agencies (Improvements in PAF C51)	SP4	5
Assist in the creation of an advocacy function and develop working protocols for signposting of work within the HIA Determine potential new HIA services to be included in the service	Yes, ongoing process	Improved citywide customer responsiveness for socially disadvantaged individuals, e.g. greater focus on equality and diversity issues within the development of Sunderland Strategy and Directorate plans	SP3	2

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Customer feedback and consultation is central to safeguarding vulnerable individuals from harm and abuse, ensuring that the Portfolio maintains high quality direct and commissioned services and customers are central to the development and delivery of services. In 2008/09, the Portfolio will more fully integrate customer (and potential customer) feedback processes more formally into its commissioning cycle to inform service delivery.

In order to ensure customers are central to the delivery of services a number of consultation, forums and surveys are undertaken with customers. Health, Housing and Adult Services directorate also manages both the statutory social care complaints and the multi-agency safeguarding vulnerable adults processes. The Portfolio, alongside the Commission for Social Care Inspection, also leads on assuring the quality of social care provided or commissioned (including via the independent and Third Sectors) is adequate and, meets national standards, as part of its safeguarding responsibilities, and facilitates improvement across the city's providers. Governance of social care provision is based around both the above statutory functions (led by the Social Care Governance Team who organise training about safeguarding in the city), as well as the more qualitative aspects of service delivery from feedback from professionals, and ensuring training about care is provided to independent sector providers.

A Survey Programme was launched in 2007 within the context of the White Paper, encompassing all adult services functions. The purpose being to ensure there is a co-ordinated approach to engagement with customers not just in terms of satisfaction with services, but to help shape future services. For example, a survey conducted of a representative sample of Sunderland residents (not just current customers) helped determine what people might want from adult social care in the future, and this will help shape development of the 15-year vision for the Portfolio and council more generally. In 2008/09, the Portfolio will build upon progress to develop a more rigorous and integrated approach to needs assessment of the population it serves to inform future planning arrangements. This includes working jointly with partners, for example the NHS, and through the new statutory requirement to produce a Joint Strategic Needs Assessment between the council and Primary Care Trust to inform the Sunderland Strategy about current and future priorities.

The Portfolio will build upon its strong consultative mechanisms, including arrangements for advocacy for particularly vulnerable individuals, strengthened through implementation of the Mental Health Capacity Act.

ADULT SERVICES

The development of the new directorate of Health, Housing and Adult Services in 2007, together with the appointment of a new Director, will maintain and improve the service customers receive. The directorate was established to align the council's overall vision in light of new statutory objectives, including those laid out within the White Papers *Strong and Prosperous Communities* and *Our Health, Our Care, Our Say* and to make better use of resources, including support services, across functions. One advantage of the new directorate is closer and more integrated working between Housing and Adult Services across a number of different areas including logistical support, e.g. Communications, Performance Management and Human Resource functions. Other examples include developing long-term housing support for the most socially disadvantaged people, a key objective for both functions (for example support via the Supporting People Programme or Home Improvement Agency), and the views of customers they service, in the council's regeneration projects.

The Portfolio is well placed to deliver more customer-empowering requirements of the White Paper *Our Health, Our Care, Our Say.* One example is the Council Improvement Programme Project to re-engineer the customer journey for those people needing minor/major adaptations and equipment in their homes and will mean significant changes to social care assessment and delivery. This is the first phase of a directorate Care Management and Assessment Programme over the next 3 years that will set out to improve the customer journey, whilst making the best use of resources. To aid this process, the directorate, in conjunction with ICT, produced a costed and prioritised Roadmap of its IT and information management requirements for the next 3 years, appropriately aligned with council and city developments and statutory requirements.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
One of the key strategies in the White Paper is for the Portfolio to become more of a commissioner, than a direct provider, of social care, whilst maintaining the quality of care to vulnerable individuals. One consequence of this approach is that the Council and Portfolio will support individuals in increasingly diverse ways, empowering people with disabilities and this, in turn, will have consequences for Workforce Development. In response to this, and the future development of the new directorate, a Learning and Development Workforce Strategy is currently being developed to take into account new ways of working, ensuring the right skill mix, training and development requirements are met in order to meet existing and future needs of customers. Extensive training is provided for staff directly or through the council's training function with the Health, Housing and Adult Services directorate frequently acting as a pilot for council initiatives, for example flexible and mobile working. Several managers across the directorate are participating in the Sunderland Leadership Programme.

The impact of Single Status will be rolled out across the workforce and the Portfolio will continue to develop staff further with training and secondment opportunities in line with the council's overall approach. Staff continue to be consulted and actively engaged with helping shaping service developments and the wider vision for the directorate over the next 15 years and internal communication is supported through the production of internal staff bulletins and Core Briefs to help keep staff informed of developments.

The launch of a Management Development Framework sets out logistical management processes and responsibilities within the new directorate. This includes reference to council-wide expectations about HR policies and procedures, including the council's consultation and appraisal system. An Attendance Management Advisor was appointed to improve the directorate's high level of sickness absence in some services, and this led to reductions in those services with the highest levels of absence.

The Portfolio continues to develop its approach to Equality and Diversity and build upon its work with hard-to-reach groups, including the black and ethnic minority community (BME), with all INRAs being regularly monitored and reviewed. In 2007/08, the Portfolio's customer involvement with the BME community was more than representative of the overall adult population, although there continue to be areas to improve within individual services. Consultation with those Third Sector groups representing people covered by organisations such as Age Concern, the Alzheimer's Society and Physical Disabilities Alliance, continues through council-wide groups, for example Sunderland Adult Social Care Partnership Board. A challenge for the Portfolio will be how to support the consequences of the implementation of the White Paper for workforce development across the wider council, but there are opportunities to develop stronger partnership working across directorates to help improve access to services for disadvantaged people. For example, the Portfolio will look to share staff expertise working with people disabilities or dependencies more widely in the council and city, as part of the council's move to Level 5 of the Equality and Diversity Standards over the next two years.

The Portfolio is committed to improving communications internally and with customers (including active feedback and development of information for people with communication difficulties), and manages Language Point, the council-run translation service.

ADULT SERVICES

The Portfolio has implemented and maintained its resource directory called Starting Point, a web-enabled directory of services to help signpost social care customers to support from which they might benefit. As part of the Care Management and Assessment Programme, one area for development is the introduction of self-direction processes in 2008/09. This includes the development of web-enabled assessment tool to be available on the internet/intranet so that people can make an initial, but systematic, judgement for themselves as to whether they need some help with their daily living from the council or its partners.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

A Performance Management Strategy was developed within the council's framework to achieve the objectives of continuous improvement using a Balanced Scorecard approach to balance customer outcomes against service delivery and financial management. The Scorecard is integrated into quarterly delivery meetings with services to review performance and financial management against budget, whilst performance and finance is reported monthly The Performance Management Strategy is supported through on-line team based performance monitoring, and this will be built upon in 2008/09 to fully integrate customer outcomes with efficient and effective delivery to reflect new performance arrangements. At an individual level, the consultation/appraisal system underpins this Strategy.

The Portfolio is committed to achieving efficiency savings and improving the quality of life for individuals, including empowering them to make choices. One example is the long-term reduction in the number of older people admitted to residential/nursing care, as an increasing proportion of people are supported more intensively at home through preventative measures (for example technologically-enabled solutions) as an alternative.

In 2003/04, there were over 600 older people admitted to council-supported residential/nursing care, but this declined to 450 in 2006/07. This is not only what most people want in terms of the quality of their lives, but is also generally a less expensive option than institutional care. The Portfolio will continue to improve its value for money profile and has improved both overall and in terms of nearly all of its Services individually.

The Portfolio's contribution to outstanding action points from the Comprehensive Performance Assessment (CPA) is complete. An Adult Social Care Partnership Board was established, whilst the resource directory, Starting Point, was also developed. There are a range of additional actions associated with improvements relating to the Use of Resources that the Portfolio adopted, that relate to financial, performance and project management, commissioning and Partnerships. This includes use of the Partnership Code of Practise in those services with formal Partnerships. The Portfolio will continue to respond to any new requirements arising out of the CPA.

Within the council's wider strategic framework, Business Continuity and Emergency Planning arrangements are up-to-date within the Portfolio and reviewed regularly.

Adult Services spend per head of population is ranked as lower quartile when compared to nearest neighbours in 2007/08, despite the high socio-economic deprivation and ill health factors which would, otherwise, be expected to give rise to a higher cost of service. In addition, Sunderland remains one of only 3% of local authorities to provide or commission services in all four Fair Access to Care Bands. This reflects the council's policy to support less complex cases because of the socio-economic / health deprivation and need.

The Department of Health provides an Efficiency Gain Calculation for each authority's adult social care spend, which accounts for inflation in social care. For Sunderland, this indicates that the overall year-on-year 'saving' across adult social care was £1.9m between 2005/06 and 2006/07, representing 3.1% of the overall expenditure in Adult Services.

In 2007/08, the planned spend per head of population on older people was £158, which is a reduction from the previous year (£162 per head), reflecting the increasing number of older people that the service is supporting at home rather than in residential care.

The planned spend per head of population in 2007/08 on services for adults aged 18-64 years with physical disabilities or sensory impairment is 325, which ranks Sunderland lower median against all metropolitan authorities, an improvement on the corresponding analysis for 2006/07, which showed Sunderland in the upper median quartile.

Planned spend on adults aged 18 - 64 with learning disabilities and services for adults aged 18 - 64 with mental illness were both ranked in the lowest quartile when compared with metropolitan authorities and statistical nearest neighbours, which is a continuation of the position in 2006/07.

ADULT SERVICES

Satisfaction levels associated with services are generally positive, with the Portfolio consistently in the top 10% of authorities in terms of overall satisfaction in the national User Experience Surveys.

The Portfolio increased the level of Direct Payments (a means of providing financial support to customers so that they can decide how best to purchase their own care) in 2007/08 and piloted the use of Individualised Budgets. The authority is already one of the highest performing authorities in England in terms of take-up, and this will continue in 2008/09. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, because the costs associated with Direct Payments are often less than more "traditional" costs of care.

The budget for 2008/09 has been set taking account of efficiency savings of £730,000 including 'Back Office' efficiencies. Further details of the efficiencies are shown within the relevant Service Planning pages within this Portfolio.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The clear link between the strategic direction of the Portfolio, council, city and Government continued to be developed during 2007/08. The Portfolio contributed to the development of the 15-vision for the Sunderland Strategy and the first of the new 3-year Local Area Agreements. This included aligning the 15-year vision for the Portfolio (and the 3 year CIP delivery plans) with the Sunderland Strategy and LAA from 2008 onwards. This was achieved by embedding the key priorities for the Portfolio - promoting independent living, improving health and wellbeing, prevention and choice, control and access for all - into the Sunderland Strategy. Communities and Local Government's *Strong and Prosperous Communities White Paper (2006*) sets out support to build more cohesive communities and the development of "place shaping", and will be supported by a number of requirements listed within the statutory context, but also including a number of Government Green Papers in relation to housing.

The Department of Health's agenda focuses on the need to promote the independence of vulnerable people with the scope of "social/health" care broadened from its "traditional" role in the new responsibilities of the Director of Health, Housing and Adult services to encompass issues for all residents. The Portfolio contributes to identifying Healthy City priorities through its Directorate's role on the Public Health Forum (the Health Thematic Group for the Sunderland Partnership). However, much of the detailed partnership work is taken forward through multi-agency partnerships that help shape and advise service development in the city. As part of the Portfolio's response to the White Paper, a Member-led, multi-agency Adult Social Care Partnership Board was established to advise the council about priorities for adult social care and this included advice about maintaining care and support across all 4 FACS Bands in 2007/08.

As part of the Sunderland Partnership a Disability Independent Advisory Group (DIAG) was established under the Inclusive Communities Thematic Partnership to provide a direct voice for disability voluntary groups into the Sunderland Partnership. The Portfolio engages with the newly established DIAG and will ensure that its policy direction is shaped by the views of DIAG about their care and support, and wider issues about their role as citizens.

The city image is promoted in external work with partners, via best practice, consultation and discussion events undertaken by the Portfolio with briefings about the Image Strategy and use of the Image held with staff.

ADULT SERVICES

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Independent Living We will aim for people to have the support to live independently in their own home or community	Implement first phase of Homes for Life programme using available capital to develop extra care housing in Silksworth, Washington and Hetton and review outcomes of Business Improvement Programme to improve Customer Journey for Equipment/Adaptations	Continue Homes for Life Programme, including re-settlement for people with disabilities, and promote and develop innovative community-based schemes, using technology that provides safety, security and independence e.g. Tele-care and Tele-health strategies with partners	Implement and review provided or commissioned interventions to maximise independence for people, including review of Homes for Life Programme and Tele-care enabled services	Improve outcomes for individuals in line with seven objectives for Adult Social Care and citizenship particularly to maximise independence so that people live in their own homes for as long as possible, which is what most people tell us they want	SP4	2 3 4	DHHS
Choice and Control We will empower people to identify, choose and control solutions to meet needs for self-identified outcomes about their life and life opportunities	Roll out plans for individual areas to empower individuals by improving self-directed and tailored support for individuals and outcomes they identify, including reviewing current care management and assessment and advocacy arrangements	Evaluate plans and progress improvement plans across directorate and council by implementing individualised budgets across the Health, Housing and Adult Services directorate and developing brokerage/ navigation models for social care as part of improvements to care management	Further evaluation and progress	Improve outcomes for individuals in line with White Paper, in relation to choice and control over the support individual's receive; and to maximise independence in order that people remain living in their own community for as long as possible	SP4	2 3 4	DHHS
	Establish outcome-based contracting/ Support arrangements for individuals, balancing risk and choice	Fully implement this approach to outcome-based arrangements tailored to individuals' needs	Review approach to outcome-based arrangements				

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Better Commissioning We will deliver outcome-based commissioning that provides people with the services they value most, alongside ensuring that they are cost-effective	Integrate a new commissioning cycle with Directorate's 15-year vision and Sunderland Strategy. This includes: Build on systematic development of needs analysis in the cycle to make more systematic use of customer engagement, e.g. customer and resident feedback, Community Spirit and Adult Social Board; Developing Workforce Strategy to support emerging roles in Directorates; and working with partners to shape and manage care market to meet new requirements, e.g. impact of individualised budgets, quality expectations etc.	Implement comprehensive arrangements to deliver on commissioning cycle and implement Workforce Strategy. e.g. new roles of care brokerage and impact of review of care management and assessment	Evaluate commissioning arrangements and state of market in Sunderland	Improved outcomes for individuals whilst at the same time making best use of available resources	SP4	2 3 4	HoS
Equal Access for All We will work with partners to improve access to services and opportunities for all sections of the community in order that people lead the fulfilling lives they want in context of the Local Area Agreement (LAA) and Sunderland Strategy	Continue to embed principles of Level 3 of Equality Standard for Local Government, support council to achieve Level 4 and contribute to council's progression to Level 5 of Equality Standard for Local Government by sharing skills and expertise with vulnerable people through a number of council projects for example the Business Improvement Programme and Customer Service Strategy	Continue to embed principles of Level 4 and contribute to the council's move to level 5 of the Equality standard and thus to establish outcomes for vulnerable individuals within the thematic priorities of the LAA		Improve outcomes for individuals within context of seven objectives for Adult Social Care, particularly those that relate to citizenship and opportunities for all	SP4 All CIOs	3	DHHS

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Work with the Third and independent sector to help build capacity and to develop new ways of working, including new day and evening opportunities for all individuals, including development of a multi-agency Carers' Strategy						
Improve Health and Well Being We will aim to enable people to access a range of early and preventative interventions that maximise their independence within the context of the Healthy City Priority of the LAA	Work with NHS, independent and Third Sector partners to map full range of preventative support in city and identify how to make best use of resources and future commissioning	Develop joint commissioning opportunities with the Third Sector and NHS based around health and well being pathways to build support to deliver health and well being opportunities for individuals	Implement and review approach to rehabilitation/re-enablement pathways and review joint commissioning arrangements and capacity in context of LAA	Improve outcomes for individuals within context of seven objectives for Adult Social Care and citizenship, particularly in relation to improving health and well-being in context of objectives of Healthy City Priority of the LAA	SP4	2 3 4	DHHS

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Page No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				NET BUDGETS:	
309	39,833,728	38,971,193	38,864,272	Older People	40,678,404
315	6,162,125	5,248,799	6,983,010	Long Term Conditions	8,690,446
320	11,416,122	10,208,104	11,032,408	Adults with Learning Disabilities	12,138,132
325	3,259,591	3,048,427	3,513,368	Mental Health Services incorporating Rehabilitation and Recovery	3,614,251
				Performance and Development:	
332	229,551	259,957	229,562	Service, Strategy and Regulation	239,168
332	182,266	160,000	412,000	Capital Expenditure charged to Revenue a/c	482,000
	61,083,383	57,896,480	61,034,620	**TOTAL NET BUDGET**	65,842,401
	1,659.0	1,612.3	1,643.9	**Total No. of Staff**	1,617.0

PLANS AND STRATEGIES
3-5 year Development Programme for Learning Disabilities, 2006-2009
Resettlement Programme, 2007-2009
Housing Strategy for people with Learning Disabilities, 2008
Modernisation Plan for Services for Adults with Long-term Conditions, Aged 18-64, March 2005
Housing Strategy for People with Long -term Conditions, January 2007, refreshed 2008
Partnership Annual Report 2006/07 (including the Partnership Financial Plan)
Partnership Rehabilitation and Recovery Strategy, 2008-2011
Mental Health Act 2007 Implementation Strategy
Plans for the modernisation of mental health direct service provision, 2008-2011
Statement of Purpose, April 2007, refreshed April 2008
Learning and Development Workforce Strategy, 2008
Modernisation Programme Services for Older People, April 2006 onwards

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SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to promote independence and support and protect vulnerable older people through an assessment of need and provision of care and support services. To achieve this aim, the service will:

- Ensure an assessment of individual needs, through care management
- Ensure fair access to support and care, through both directly provided and commissioned services
- Provide intermediate care; home care; day opportunities; short breaks; meals at home - to prevent admission to long term care; unnecessary hospital admission and support on discharge
- Provide access to technology to support people at home
- Work in partnership with key stakeholders
- Ensure people are signposted to support services
- Provide a navigation and brokerage role
- Contribute to delivering the key objectives of improving health and social care
- Provide long term care and support to older people who can no longer live in their own homes
- Provide support services for carers
- Involve older people and carers in developing services
- Ensure vulnerable older people are protected from abuse and poor care standards
- Develop the workforce
- Manage and maximise resources for older peoples' services
- Contribute to community development

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Customer feedback and consultation is central to assuring that the service maintains high quality direct and commissioned services and that customers shape development and delivery of services. In order to ensure customers are central to the delivery of services, consultation mechanisms, including forums and surveys, are undertaken with customers, as well as evidence gathered through the care management and assessment process and its governance, (e.g. case file audit, review) and regular liaison with Third Sector representative organisations. This includes the development of new community-based day opportunities for older people in partnership with customers and the Third Sector, and assisted by staff to provide care to promote people's independence. These day opportunities established alternatives to formal day care and enhanced social, leisure, cultural and educational opportunities available to the community delivered by a range of partners. Other examples include the use of forums and annual surveys to provide customer feedback about current and future services such as home care and meals services.

As part of its response to customer feedback about extending availability of home support, the service piloted an Overnight Home Care Scheme as a technology-enabled planned and "call out" intensive home support service for particularly vulnerable individuals via Sunderland Tele-care Service. The service is delivered within people's homes through the use of alarms or sensors to indicate that someone might need assistance and through a telephone service linked to the Contact Centre. The evaluation of the service showed that it helped support people in their homes longer, reassured customers and carers that help was available quickly (particularly for those with dementia) and also improved value for money by preventing the need for more expensive residential care placements. The Overnight Care Service was rolled out more extensively in 2007 and has continued to meet its aspirations to promote the independence of older and vulnerable people and to improve their feelings of personal safety and security in their own homes.

One advantage of the new Health, Housing and Adult Services directorate is closer and more integrated working between Housing and Adult Services across a number of different areas. This includes developing long-term housing support for vulnerable adults through the development of the Suitable Homes for Living Strategy, which will help to deliver a greater number and range of Extra Care housing, a form of sheltered housing, for older people in partnership with both the Local Housing Corporation and housing providers in the city, and with whom Housing colleagues have developed strong business relationships.

The service is well placed to deliver more customer-empowering requirements of the White Paper *Our Health, Our Care, Our Say.* Several years ago, the Portfolio set out a five-year Modernisation Programme to improve service delivery and promote the independence of older people, whilst making the most effective use of resources, but continuing to assure a high quality of services. The programme began prior to the White Paper, but is in line with the latter's requirements and already made significant progress in achieving its objectives, including a greater range of services available to customers. Another example is the Council's Improvement Programme project to re-engineer the customer journey for those people needing minor/major adaptations and equipment, the majority of who are older people.

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This is the first phase of a directorate Care Management and Assessment Programme over the next 3 years that will set out to improve the customer journey, whilst making the best use of resources. As part of this process, the Older People Service migrated part of its General Enquiries functions to the Contact Centre (where the Tele-care Service is hosted), and further opportunities to improve this journey will be developed in the service.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
One of the key strategies in the White Paper is for Adult Services to become more of a commissioner, than a direct provider, of social care, whilst maintaining the quality of care to vulnerable individuals. The Modernisation Programme has, and will continue to have, a major impact for the service, with retraction of the direct sector workforce over a five-year period, largely through natural wastage/redeployment, but also through voluntary redundancy during 2007.

One of the aims of the service is to complete the development of the direct home care staff into more specialised Social and Health Care Assistants to support services aimed at providing support to vulnerable individuals in their own homes, rather than in institutional care, and these trained staff were used within a number of projects aimed at providing more support at home for individuals with complex needs in 2007, e.g. Overnight Care Services and non-residential Intermediate Care. The impact of Single Status will be rolled out across the workforce and the Service will continue to develop staff training opportunities and actively consult with staff through the processes outlined in the Portfolio section.

The service continues to develop its approach to equality and diversity and build upon its work with hard-to-reach groups, including the Black and Minority Ethnic (BME) community (e.g. at the Bangladeshi Centre). As a result, the number of older people from BME communities undergoing a social care assessment was more than representative of the BME community at the end of March 2008 - the first time this was achieved, a key priority for the council. Consultation with Third Sector groups representing older people continues through council-wide groups, e.g. the Sunderland Adult Services Partnership Board, with the service also hosting specialist groups for older people, e.g. those with dementia and their carers or customers of the Tele-care Service.

The service is committed to improving communications internally and with customers, including the active promotion of services in the city within the framework of the council's Image Strategy. Examples include the roll out of Starting Point, a web-enabled resource directory of services to help signpost social care customers to support from which they might benefit and the implementation of a marketing strategy for Tele-care Services in 2007/08. Both of these strategies are aimed at achieving a far greater "reach" amongst all residents of Sunderland, as both are aimed not just to support professionals or current customers in making choices, but all citizens, whether or not they receive help from the council.

The service, together with Sunderland Teaching Primary Care Trust, won the 2006 UK Skills Council National Training Award for the quality of its joint training programme for Social and Healthcare Assistants.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Service continues to manage its performance through the Directorate's Performance Management Strategy, balancing outcomes for older people and their carers against service delivery and resource management expectations, including the need to deliver value for money. At an individual level, the corporate consultation/appraisal system rigorously underpins this Strategy within the Service.

The resource management perspective reviews whether the services provided and outcomes delivered were cost effective and represented value for money. The Service was able to demonstrate that it improved Value for Money between 2006/07 and 2007/08 (see below) and continues to deliver efficiency savings through actions progressed in its Service Plan. This includes the development of preventative strategies in partnership with other agencies to ensure more older people are supported at home (such as the Prevention Through Partnership schemes with the Third Sector, funded through NRF), rather than in institutional care which, whilst improving the quality of life for individuals is also a less expensive way of supporting older people.

The service manages a number of projects using the Prince II Project management technique, including the Business Improvement Project and projects within the Modernisation Programme. As part of project management arrangements, a risk register exists for both the Service itself and for its major services or projects, such as Intermediate Care and the Modernisation Programme. The Service also contributed to progressing outstanding action points from the 2006/07 CPA, including the development of a 50+ Strategy (which has now been expanded in scope) and delivery of the Starting Point directory.

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At £158 total planned spend per head of population on older people is ranked upper median in 2007/08 when compared to all metropolitan authorities (an improvement on the 2006/07 figure of £162 per head of population). This reflects the commitment to provide services in all 4 national Fair Access to Care Standards bands the results of which are reflected in the fact the council is in the upper 10% of all Local Authorities in terms of the number of older people helped to live at home. In addition, there was a reduction of 9% in the number of placement weeks for older people in residential/nursing care between 2005/06 and 2006/07, and further reductions of 2% between March 2007 and November 2007, as people were supported at home rather than in institutional care. Satisfaction levels with services are generally high, and Sunderland remains one of the highest ranked in England in the 2006 National User Experience Surveys amongst those older people provided with home care.

As the Service becomes more of a commissioner, than direct provider, of services, a greater proportion, and range of support is provided to customers, via the Independent and Third Sectors. The Service increased the level of direct payments (a means of providing financial support for care to Older People) in 2007/08 and piloted the use of Individualised Budgets. The total number of clients aged 65 or over receiving direct payments between March 2007 and November 2007 increased by 22%. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, as the costs associated with direct payments are often less than more traditional costs of care.

The Older Persons service aims to promote the independence of older people and is operating a number of modernisation programmes which will also reduce the costs associated with residential/nursing care, including the redesign of Telecare, including the Overnight Service. The latter utilised existing staffing resources and equipment which generated estimated efficiency savings over the six month period commencing April 2007 of £76,000. The Telecare Service has entered and been short listed for the ShiNE 2008 awards, a competition to demonstrate Value for Money, organised by the Association of North East Councils.

The service operates an intermediate care pooled budget with the Teaching Primary Care Trust (TPCT) which has prevented admissions to permanent residential/nursing care. It has been estimated that 56 older people who were at risk of admission to permanent residential/nursing care were able to return home during the period October 2006 to September 2007.

The budget for 2008/09 has been set taking account of efficiencies arising from:
- a review of residential accommodation services to improve opportunities for people to continue to live at home through investment in Telecare and Overnight Services (£268,000)
- continued reconfiguration of Home Support Services (£220,000)
- a review of income opportunities (£90,000).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

There is a clear link between the strategic direction of the service to wider council, city and Department of Health and Communities and Local Government agenda, including the Sunderland Strategy and Local Area Agreements. For example, the multi-agency, Member-led Adult Social Care Board advised the council about priorities for adult social care, and this included advising the council about reaffirming its commitment to delivering support across all 4 FACS bands.

This will build upon existing arrangements, particularly strong NHS partnerships, several in which there are a number of formal Health Act partnerships, which follow the council's Partnership Code of Practise. Examples include the pooled budget arrangements for the joint Intermediate Care Services for older people, administration of Continuing Health Care on behalf of the PCT, joint management of delayed hospital discharges and the development of the Social and Healthcare Assistants, which undertake both social care and basic nursing tasks for individuals.

The Older People Partnership Action Group (OPPAG), reporting to the Creating Inclusive Communities Thematic Partnership, is a forum to raise and address older people's issues in the city. The Group has an overview of Strategy and Development and will highlight the positive contribution of older people to the life of the city, and is a vehicle to challenge and influence partners of the Sunderland Partnership to ensure consideration is given to older people in plans, policies and strategies, including the Sunderland Strategy. In 2007/08, OPPAG received £1m NRF support to develop a multi-agency Prevention Through Partnership Programme, aimed at piloting, or improving access to, preventative strategies and services for older people, e.g. a Handyperson Service delivered through the Home Improvement Agency, across the public and Third Sector. As well as improving an individual's quality of life, the delivery of such less expensive support - "a little bit of help" - earlier may prevent or defer the need for more expensive, statutory interventions at a later point, thus representing better value for money.

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Detailed partnership work continues to be undertaken by OPPAG, which focuses on the lives of people aged 50 or over as citizens of Sunderland. This includes issues associated with health and wellbeing, including social care as specific issues within this framework. Phase II of the 50+ Strategy in 2007/08 saw partner agencies shaping and developing strategic direction. The lead for this second phase of development is OPPAG to reflect stakeholder collaboration in development.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Joint work with the Older People's Partnership Board on the reassurance agenda	**R.29** In 2006/07 the NRF will fund preventive provision as part of the 'well being' elements and Older People's Partnership Board of the LSP. These funds need to take opportunities for providing reassurance to older people in relation to the fear of crime. The Safer Communities Manager should be consulted to see how these funds might assist the reassurance agenda	Services funded through NRF include Handyperson Service whose duties may include tasks to make older peoples homes more secure, Community Involvement Officer to undertake work on quality of life and perception measures, including fear of crime. "Mythbusting" flyer produced between Safer Communities Team and OPPAG to distribute to older people to provide facts about crime and tackle fear of crime	Multi agency 50+ strategy to include fear of crime and older people as key priority action for learning lessons from NRF Projects. This statutory responsibility of Older Persons Partnership Action Group	A co-ordinated approach to reassurance/fear of crime across OPPAG and within 50+ Strategy
Provide Protection of Vulnerable Adults Service and manage Multi-Agency Vulnerable Adult Protection Services Panel arrangements	**R.30** Review the role of the Protection of Vulnerable Adults Service in providing reassurance (from the fear of crime) to vulnerable adults living in their own homes	All policies, procedures and documents covering vulnerable adults have been re-written and re-launched in April 2007. Advice, support and training is provided cross the City to agencies and volunteers by the Safeguarding Adults Team. Support provided Area Team	Safeguarding Manager to work more closely with the Safer Sunderland Partnership (SSP) through the Business Support Group (BSG) providing advice and support to the thematic groups which makeup BSG on safeguarding issues	A more integrated approach to safeguarding across the partnership and to tackle and 'reduce the fear of crime' for those most vulnerable people

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PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 54	No. of adults 65+ helped to live at home per 1,000 corresponding population	129	131	123	No, due to better signposting of individuals to more preventative, non-care managed services	126	128
BVPI 195	% of assessments of new older clients undertaken in appropriate timescales	87.4%	92%	89%	No, improved but not met due to capacity issues resolved in 2007/08 and range of support required	91%	92%
BVPI 196	% of assessments of new older clients where all care services started in 4 weeks of assessment end	83%	87%	86%	No, improved but not met due to capacity issues resolved in 2007/08	88%	89%
PAF C72	Supported admissions to residential/nursing care per 10,000 population 65+	110	103	98	Yes	90	80

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Modernising the Workforce	Further specialisation of workforce in line with the Modernisation Programme; White Paper and in partnership with the Teaching Primary Care Trust	Evaluation of new structures and roles to revise vision for workforce including risk arrangements and recommend changes in workforce profile.	Revise vision for workforce including risk arrangements and consider changes in workforce profile.	Ensuring that support is available to older people to assist them in their daily living and in outcomes tailored for them. This will be achieved by ensuring there is an appropriate and trained workforce, and that resources are used as effectively as possible, including across partnerships.	SP4	2	GM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Re-provision of remaining council directly provided residential, day and short break services in line with approved Modernisation Programme and Workforce Strategy	Review council direct short break services and plan developed Review of council direct day services and plan developed Review of remaining council residential service	Commission short break services in line with Review Commission day services in line with Review Re-provision of residential places in independent sector in line with Review if appropriate	Review and further commissioning if required Review and further commissioning if required Re-provision of residential places in independent sector in line with Review, if required.	Improved choice of support for customers and their carers to enable them to help meet outcomes that are important for them (including support in a caring role), and to ensure that support is provided as effectively and efficiently as possible.	SP4	2	HoS
Emergency and elective mobile response to people at home	Implement Sunderland Tele-care Strategy and contract with Supporting People. Expand Marketing Campaign for Service, and reinvest further in Service Overnight mobile response in place	Review of Tele-care Strategy and plan for further developments	Review of Tele-care Strategy and plan for further developments	Improved choice of support for customers and their carers to help assure their personal safety and security through technologically enabled solutions. Improve number of people supported to live at home and delay/reduce admissions to long term care by maintaining older people at home as long as possible.	SP4	2	TM, Home Care

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FINANCIAL

There has been changes to some of the specific grants that have an impact on Adult Services particularly those for older people over 65:

- The Access and Systems grant was transferred into the Relative Needs Formula in 2008/09
- The Delayed Discharge grant was transferred into the Relative Needs Formula in 2008/09
- The Preserved Rights Grant has reduced from £0.519m in 2007/08 to £0.473m in 2008/09
- Assistive Technology Grant for Telecare ended in 2007/08

The costs below include a pooled budget with the TPCT for Intermediate Care Service.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	18,136,942	16,604,471	14,895,426	Employees	14,396,516
2	408,172	368,243	303,037	Premises	327,429
3	539,156	458,438	506,673	Transport	461,655
4	1,103,063	1,228,942	1,247,277	Supplies and Services	1,032,690
5	39,790,258	40,709,647	39,776,250	Third Party Payments	39,986,825
6	261,387	266,435	266,435	Transfer Payments	266,435
	60,238,978	59,636,176	56,995,098		56,471,550
				Less Income	
7	3,758,145	3,643,239	4,161,999	Grants-Revenue	1,034,212
8	12,428,170	12,068,164	11,854,420	Client Contributions	11,941,032
9	7,254,258	7,589,605	6,317,875	Primary Care Trusts	6,976,067
10	178,688	60,544	129,272	Charges to Gentoo	0
11	1,459,953	1,438,478	1,139,107	Other Income	1,162,477
	25,079,214	24,800,030	23,602,673		21,113,788
	35,159,764	34,836,146	33,392,425	**Delegated Budget**	35,357,762
				Non-Delegated Items	
12	721,704	470,270	534,290	Employees - FRS17 Pensions Adjustment	717,232
13	4,502,125	3,897,284	5,265,311	Departmental Recharges	5,269,142
14	1,079,438	1,077,794	1,033,375	Central Support Service Recharges	731,346
15	100,198	100,419	100,419	Repairs and Renewals	71,594
16	177,009	131,555	80,727	Asset Charges	70,569
	6,580,474	5,677,322	7,014,122		6,859,883
				Less Income	
17	1,906,510	1,542,275	1,542,275	Departmental Recharges	1,539,241
	4,673,964	4,135,047	5,471,847	**Non-Delegated Budget**	5,320,642
	39,833,728	38,971,193	38,864,272	**TOTAL BUDGET**	40,678,404
	Service Breakdown:				
	3,704,128	4,490,958	4,530,630	Assessment and Care Management	4,516,941
	4,506,972	4,881,917	5,020,879	Residential - Nursing	5,373,879
	16,063,738	16,444,822	16,199,232	Residential - Other	17,197,056
	10,007,702	8,269,667	9,285,836	Home Support	9,776,803
	1,183,175	1,219,124	1,303,601	Day Care	1,342,654
	1,399,885	965,380	986,360	Equipment, DFG, Alterations etc.	906,079
	2,968,128	2,699,325	1,537,734	Other Services inc. Business Support and Meals	1,564,992
	39,833,728	38,971,193	38,864,272	**TOTAL BUDGET**	40,678,404
	682.6	624.9	560.6	**Total No. of Staff**	541.8

Responsible Budget Holder
General Manager for Older Peoples' Services

FURTHER INFORMATION

For further information about the service please see the Modernisation Programme Services for Older People (includes Workforce Strategy; Home Care strategy; Re-provision of Direct Services Strategy; and Communications Strategy: Telecare Strategy or contact Norman Taylor, General Manager, Tel: (0191) 566 2006.

ADULT SERVICES

LONG TERM CONDITIONS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to promote independence, support and protect, particularly vulnerable, adults with long-term conditions and substance misuse issues. To achieve this aim, the service:

- Operates care management and assessment of need in line with Fair to Access Care Eligibility Criteria
- Offers self directed support including Individualised Budgets and Direct Payments
- Provides Occupational Therapy services
- Provides Direct services including Short Breaks and Day Care
- Provides of a range of support services commissioned from the independent and voluntary sectors, including self directed support for individuals to other support services
- Has Community Equipment services provided in partnership with Sunderland Teaching Primary Care Trust
- Operates a Social Care Team within citywide Drug and Alcohol services
- Operates specialist support services such as Sensory Support services and services for people affected by HIV/AIDS.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The service increasingly empowers physically disabled individuals (including financially through self-directed support, such as Direct Payments) to pursue social, leisure/cultural, employment and educational day opportunities as alternatives to formal day care.

In order to ensure customers are central to the delivery of services a number of consultation, forums and surveys are undertaken with customers. The aim of the consultation is to improve delivered service and to inform future commissioning intentions for people with disabilities in Sunderland. This includes three dedicated sensory impairment groups, and a Physical Disabilities and a HIV/AIDS Annual Fora, in which customers and other partners shape service improvement. The Physical Disabilities Alliance also played an active role in helping to shape the service and advises on other services to promote cultural/leisure, employment and social opportunities in the city more generally.

Feedback from a survey of people with HIV/AIDS has been used to inform service development across the health and social care sector in the city and, in 2008, a focus group will be held as a result of the feedback received. In 2008, the service took part in the first national User Experience Survey for people that are provided with items of equipment to help them with their daily living, ranging from bath boards through to hoists and wheelchairs, as a result of a social or health care assessment. The results are currently being collated and will be used to help shape future service delivery. People with drug problems and their carers are more widely involved with the development of drug services which the Safer Sunderland Partnership commissions, the social care function of which the service provides, particularly via the Voice North East voluntary organisation, which provides advocacy, mentoring and advice about services in the Partnership. The service will look to build on some of these principles to improve advocacy for people with physical disabilities.

One advantage of the new directorate of Health, Housing and Adult Services is closer and more integrated working between Housing and Adult Services across a number of different areas. Examples include developing long-term housing support for vulnerable adults, a key objective for both functions, through the development of the Suitable Homes for Living Strategy, including working with Housing colleagues to influence housing providers to "future proof" housing stock to make it easier for them to be adapted for people with disabilities, or the participation of social care divisions in the council's regeneration projects.

The service is well placed to deliver more customer-empowering requirements of the White Paper *Our Health, Our Care, Our Say.* For example the Council's Improvement Programme Project works to re-engineer the customer journey for those people needing minor/major adaptations and equipment. This will mean significant changes to social care assessment/delivery in the service because of its role. As part of this process, there was a redesign of processes within several functions in the service, including the Fieldwork and Assessment, Occupational Therapy and Community Equipment Services. A number of "initial contact" processes, including General Enquiries functions, were migrated to the Contact Centre, and further opportunities to improve customer journeys for all clients will be developed in the service as part of the Care Management and Assessment Programme over the next 3 years. The Project was initiated to help meet recommendations for improvement following a council review of the occasionally complex journey for individual's access to equipment and adaptations.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Demands from its customers will mean that the development of the Service will have to increasingly support customers through a diverse range of support and services available to customers to help promote independence and empower them as citizens. This will have consequences for workforce development across the council and city. The development of the Portfolio's Learning and Workforce Strategy will take account of the Service's training requirements that needs to be tailored for existing staff to develop different and specialist skills and knowledge within the Service. One example is the training for Occupational Therapists who need to maintain an appropriate level of competency to keep qualifications in place, specialist areas of knowledge around brain injury services, long-term conditions and chronic disease will also be met. Another that involves the wider council was the support of the Occupational Therapy (OT) Service in assisting individuals who had a social care assessment to access the council's wider Wellness Service to improve access to health and leisure opportunities. There will also be consequences for workforce development across the wider council, and the Service will work with partners to improve access for people with disabilities or long-term conditions and share their expertise, as part of the council's move to Level 5 of the Equality and Diversity standards over the next two years.

The Service, in which all INRAs are up-to-date, continues to develop its approach to equality and diversity and build upon its work with hard-to-reach groups, including the black and ethnic minority (BME) community. As a result, the number of people aged 18 - 64 years with physical disabilities/sensory impairment from BME communities undergoing a social care assessment was more than representative of the BME community at the end of March 2008, whilst the number of people supported by the Service broadly reflects the demographics of people aged 18 - 64 years with life-limiting conditions in the city, in terms of age and gender. Consultation with Third Sector groups representing people with physical disabilities and sensory impairment continues through council-wide groups, e.g. the Sunderland Adult Social Care Board, and one example is helping to shape the development of advocacy services for people with physical disabilities in 2008. The Service is also engaged with the Northern Way employment pilot to improve employment opportunities for those with physical disabilities and substance misuse across the city, to promote independence and empower these individuals.

The Portfolio and service are committed to improving communications internally and with customers (including feedback on leaflets). For the service, this often means having to translate documents into specialist formats such as Braille or the use of specialist systems, such as loop systems, for those with sensory impairment.

As part of the Care Management and Assessment Programme, one area for development is the introduction of self-direction processes in 2008. This includes the development of web-enabled assessment tool to be available on the internet/intranet, so that people can make an initial, but systematic, judgement for themselves as to whether they need some help with their daily living from the or its partners. The service is also actively engaged in promotion of available services in the city in a number of different ways. Examples include the roll out of Starting Point, a web-enabled resource directory of services to help signpost social care customers to support from which they might benefit and also the alignment of the new national registration card for people with visual impairment with the council's image. One of the longer-term aims of the service is to ensure all people with a sensory impairment are afforded the opportunity of a registration card automatically, should they wish it.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Service continues to manage its performance through the Directorate's Performance Management Strategy, balancing outcomes for people with physical disabilities against service delivery and resource management expectations, including the need to deliver value for money. At an individual level, the corporate consultation/appraisal system rigorously underpins this Strategy within the Service.

The Service manages a number of projects using Prince II Project management, and this includes the Council's Improvement Project. As part of these arrangements, a risk register exists for both the Service itself and for its major services or projects, such as the joint Community Equipment Service and Modernisation of Day Services. The Service also contributed to progressing outstanding action points from the 2006/07 CPA, including contributing to the development of the Home Improvement Agency, which improves vulnerable individuals' accommodation through minor and major adaptations and advise about energy efficiency, thus improving a customer's quality of life, and the delivery of the Starting Point directory. The Council's Improvement Programme (to improve the customer journey for people that need adaptations to their home) will improve their quality of life and is also expected to deliver better value for money.

ADULT SERVICES

LONG TERM CONDITIONS

The planned spend per head of population in 2007/08 on services for adults aged 18 - 64 years with physical disabilities or sensory impairment is £25, which ranks Sunderland lower median against all metropolitan authorities, an improvement on the corresponding analysis for 2006/07, which showed Sunderland in the upper median quartile. This represents value for money for the council, particularly as the number of people supported at home increased by 13% between 2005/06 and 2006/07 and now lies within the top 25% of all metropolitan authorities at the end of 2006/07 (and increased by a further 2% for 2007/08). The comparatively low cost of the service also represents value for money when considering the councils commitment to provide services across all 4 FACS bands.

In addition, there was a 1% increase in the number of council supported placement weeks in residential/nursing care for people with physical disabilities between 2005/06 and 2006/07 (and declined by a further 7% for 2007/08 to November 2007), as more people were supported at home rather than in institutional care.

The Service increased the level of direct payments (a means of providing financial support for care, to people with physical disabilities) in 2007/08. The total number of clients aged 18-64 years with physical disabilities receiving direct payments at the end of March 2007 to November 2007 increased by 11%. As well as promoting greater customer choice and empowerment, this represents value for money, as the costs associated with direct payments are often less than more traditional costs of care.

As part of the Directorate's 15-Year Commissioning Strategy, the Service will increasingly become a commissioner, rather than direct provider, of care, whilst maintaining the quality of care to vulnerable people. As part of this journey, a Framework of Providers for People with Long-Term Conditions will be established to ensure that the city builds capacity in the independent and Third Sectors to improve both individuals' independence and to provide greater value for money within the Service.

During 2007/08 additional funding was invested in the Disabled Facilities Grant budget in order to help people to live in their own homes by carrying out minor alteration works. This improves value for money within the service through the prevention of costly residential nursing fees.

In 2008/09, the service will be redeveloping Redcar House with an RSL partner in order to provide a facility which will support accommodation for adults with physical disabilities. It is expected that this facility will demonstrate value for money and generate efficiency savings through the reduction in the number of people being placed into permanent residential care.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

There is a clear link between the strategic direction of the service to wider council, city and Department of Health and Communities and Local Government agenda, including the Sunderland Strategy and Local Area Agreements. For example, the service will make the best use of the Disability Independent Advisory Groups (DIAG) in 2008/09 to ensure that policy direction is aligned to the needs of those with disabilities.

The service will build upon existing arrangements, in particular strong partnerships with the NHS, several of which have a number of formal Health Act partnerships, which follow the council's Partnership Code of Practice. Examples include the joint Community Equipment Service (which has a pooled budget of £2.1m per annum to provide community equipment and minor adaptations to customers assessed by health or social care professionals), administration of Continuing Health Care on behalf of the Primary Care Trust and the commissioner-provider relationship for adult social care support for drug users between the Sunderland Safer Partnership and the service. The service will continue to develop a partnership model in response to the National Service Framework for people with these conditions to identify and respond to people who have different complexity of needs in partnership with Tertiary, Secondary, and Primary health care providers. The Occupational Therapy Service works in partnership with City Hospitals Sunderland to jointly recruit and train Occupational Therapists in the city, which improved recruitment and retention issues in both organisations.

The Physical Disabilities Alliance (PDA) (one of the city's Modernisation and Reform Groups (MARGs)) brings together a number of people with physical disabilities to inform the service development of public sector organisations, including the council, to better meet the needs of those with disabilities in the city. This helps shape implementation of service modernisation and reform in the public sector, and also undertakes a number of "access audits" to help services better provide services for those with physical disabilities. Most recently, this helped inform public transport policy in the city. The service provides strategic support and grant assistance for the Alliance.

ADULT SERVICES

LONG TERM CONDITIONS

The service identifies opportunities for positive media coverage of new developments to help raise the profile of accessibility and liveability issues in the city in line with Image strategy e.g. media coverage of work of Drug and Alcohol Service.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BV PI 56	% of items of equipment and adaptations delivered within 7 working days	91%	92%	88%	No, capacity issues in service (addressed in 2007/08)	92%	93%
PAF C29	No. of adults aged 18 - 64 years with physical disabilities/ sensory impairment helped to live at home per 1,000 corresponding population	5.6	6.0	6.2	Yes	6.4	6.5
SAS 117/ 118	No. of Direct Payments/ Individualised Budgets for people with physical disabilities/ sensory impairment per 100,000 population	31	40	55	Yes	60	63

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Explore possibility of alternative funding streams for individuals	Implement recommendations of Individualised Budget scheme and expansion of Direct Payments	Further development and roll out of Individualised Budgets scheme	Review outcomes of scheme and identify opportunities for improvement	Improve customers' choice and control about how help is provided to them, enabling them to improve their quality of life. Improve value for money in terms of support offered	SP4	2	GM
Implement Transforming Community Equipment Services (CES) Project	Implement national recommendations of Transforming CES Project locally to improve customers access to equipment	Evaluate outcomes of any service changes both in terms of impact on customers, service delivery and financial implications	Review service to ensure it delivers the expectations of the National CES agenda (as they develop)	Improved customer journey by putting them at the heart of service delivery, so that there is a more effective way of delivering equipment and adaptations more quickly to people and that they have greater choice about how this is achieved. Ensure that council achieves greater value for money in terms of the delivery chain.	SP4	2	GM

ADULT SERVICES

LONG TERM CONDITIONS

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement care management model with particular focus on improving minor/major adaptations to the customer's journey	Implement a model fully outlined within 2007/08 to provide adaptations in a cost effective way through the Business Improvement Programme. Develop next phase of Care Management and Assessment Project to improve care management processes	Review BIP Delivery Model to ensure it attained its objectives and continue to progress next phases of Care Management and Assessment Project	Continual monitoring of outcomes and identify opportunities for further development within Care Management and Assessment Project	Improved customer journey by putting them at the heart of service delivery, so that there is a more effective way of delivering equipment and adaptations more quickly to people and that they have greater choice about how this is achieved. Ensure that Council achieves greater value for money in terms of the delivery chain.	SP4	2	GM

ADULT SERVICES

LONG TERM CONDITIONS

FINANCIAL

The costs below include the pooled budget with the TPCT for Community Equipment Service (CES)

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	4,136,345	4,122,531	3,688,934	Employees	3,805,999
2	267,146	269,707	264,270	Premises	190,731
3	260,751	276,656	262,323	Transport	253,025
4	1,798,049	1,503,489	1,509,388	Supplies and Services	1,462,212
5	2,043,969	1,836,874	2,210,859	Third Party Payments	2,222,420
6	306,138	280,267	332,267	Transfer Payments	345,189
7	3,295	0	0	CES Delegated Budget Deficit b/fwd	0
	8,815,693	8,289,524	8,268,041		8,279,576
				Less Income	
8	1,180,485	1,183,911	1,184,911	Grants-Revenue	379,430
9	2,579,880	2,021,658	2,289,439	Primary Care Trusts	2,444,782
10	22,677	23,131	23,131	Charge to Gentoo	23,595
11	706,599	556,991	362,147	Other Income	373,395
12	0	0	2,085	CES Delegated Budget Deficit b/fwd	0
	4,489,641	3,785,691	3,861,713		3,221,202
	4,326,052	4,503,833	4,406,328	**Delegated Budget**	5,058,374
				Non-Delegated Items	
13	191,686	120,787	135,499	Employees - FRS17 Pensions Adjustment	190,019
14	2,490,039	2,061,002	3,329,841	Departmental Recharges	3,540,055
15	263,747	428,475	404,588	Central Support Service Recharges	441,607
16	28,772	16,057	10,109	Repairs and Renewals	20,185
17	577,067	70,785	648,785	Asset Charges	640,785
	3,551,311	2,697,106	4,528,822		4,832,651
				Less Income	
18	1,715,238	1,952,140	1,952,140	Departmental Recharges	1,200,579
	1,836,073	744,966	2,576,682	**Non-Delegated Budget**	3,632,072
	6,162,125	5,248,799	6,983,010	**TOTAL BUDGET**	8,690,446
	Service Breakdown:				
	2,027,478	1,874,702	2,476,590	Assessment and Care Management	3,261,756
	515,191	543,603	575,680	Residential - Nursing	567,533
	742,873	727,957	910,842	Residential - Other	1,001,085
	1,590,234	1,435,245	1,692,117	Home Support	1,687,107
	318,664	430,130	515,322	Day Care	528,579
	226,133	(524,411)	86,717	Equipment, DFG, Alterations etc.	894,891
	741,552	761,573	725,742	Other Services inc. Business Support	749,495
	6,162,125	5,248,799	6,983,010	**TOTAL BUDGET**	8,690,446
	199.5	198.8	177.9	**Total No. of Staff**	159.9

Responsible Budget Holder
General Manager for Long Term Conditions

FURTHER INFORMATION

For further information about the service please see the Modernisation Plan for Services for Adults with Long-term Conditions, Aged 18-64, Transforming Community Equipment Services, BIP improving customer journey, Housing Strategy for People with Long -term Conditions or contact Jim Usher, General Manager, Tel: (0191) 566 2347.

ADULT SERVICES

ADULTS WITH LEARNING DISABILITIES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to support adults with learning disabilities' to promote independence, wellbeing, civil rights and inclusion through a person centred approach that meets individuals' needs and choice. The service is provided in partnership between the Northumberland Tyne and Wear NHS Trust and the City Council. To achieve this aim the service delivers:

- Care management and assessment of need services in line with 'Fair Access to Care' eligibility criteria
- Self directed support including Individualised Budgets and Direct Payments
- A range of Community Learning Disability Nursing Services
- Provision of direct services including day, residential and short break services
- Support services commissioned from the independent or voluntary sector
- Administration of Continuing health care services
- Treatment Services ('out and in patient' services).

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The service continues to empower those with learning disabilities to pursue social, leisure/cultural, employment and educational day opportunities as alternatives to formal day care. The service has a strong tradition of person-centred planning for people with learning disabilities, and during 2008/09 will improve this, particularly for individuals in transition to adulthood, by extending the scope of transition planning tailored around the needs of customers across Children and Adult Services through its Learning Disabilities Development Programme.

Improving life opportunities for people is one of the main priorities in the Learning Disabilities Development Programme. The Programme was formulated to address a number of other priority areas for customers, including improving accommodation options, partnerships with health, transitions to adulthood, fulfilling lives and empowering individuals to have greater choice and control through more self-directed support. In turn, this will promote these individuals' independence and social inclusion, improving community cohesion.

One advantage of the new directorate is closer and more integrated working between Housing and Adult Services across a number of different areas. Examples include developing housing solutions for vulnerable adults. For people with learning disabilities, this will be delivered through a Re-settlement and Accommodation element of the Programme with Housing colleagues, the aim of which is to increase both the number and range of the accommodation choices available to people with this type of disability, and help to access these choices, if required. This will also help reduce the number of empty properties in the city which is a key housing objective.

In order to ensure customers are central to the delivery of services a number of consultation, forums and surveys are undertaken with customers. Feedback is obtained through a variety of methods including the Learning Disability Partnership Board, a Partnership Forum led and facilitated entirely by people with learning disabilities and the Tenants and Residents Group for those that reside in supported accommodation. The aim of the consultation is to improve delivered service and to inform future commissioning intentions for people with learning disabilities in Sunderland.

The first of a regular survey of customers with learning disabilities about their priorities within the context of the Sunderland Strategy, 15-Year Vision for the directorate and the 3 - 5 Learning Disabilities Development Plan is scheduled for late 2008 and results will help shape developments in the service, council and city more generally. A range of consultation events involving staff, customers and carers e.g. housing and health development, regularly take place and the results will feed into the Development Programme.

The Learning Disability Partnership Board has a strong tradition of advocacy and independence amongst its members and developed its own work programme. For example, in response to the national concerns about some instances of abuse in unregistered homes, (e.g. in Cornwall), the Board set up arrangements to check the quality of care for vulnerable individuals in social care services and accommodation for those who are potentially at risk of harm or abuse. In 2008/09, thematic analysis of individuals' Health Action Plans will be used to monitor and improve commissioned services across health and social care for those people with more complex health issues.

The Service will be involved in the Portfolio's Care Management and Assessment Programme over the next 3 years, with the aim of improving the journey for customers with learning disabilities in the council, whilst making better use of resources. For example, one of the aims of the Tele-care Service in 2008/09 is to make assisted technology more widely available to support people within learning disabilities at home, while the Service will consider the opportunities presented through the council's Customer Service Centre to improve engagement across the council for people with learning disabilities.

ADULT SERVICES

ADULTS WITH LEARNING DISABILITIES

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The Learning Disabilities Development Programme will mean that an increasingly diverse range of support and services available to customers to help promote independence and empower them as citizens and this will have consequences for workforce development across the council and city. The development of the Portfolio's Learning and Workforce Strategy will take account of the service's training requirements that needs to be tailored for existing staff to develop different and specialist skills and knowledge within the service. One example is the impact of the service's workforce on the Northern Way pilot to improve employment opportunities for those with learning disabilities to promote independence and empower these individuals. There will also be consequences for workforce development across the wider council, and the service will work with partners to improve access for people with learning disabilities and share their expertise, as part of the council's move to Level 5 of the Equality and Diversity standards in over the next two years.

The service, in which all INRAs are up-to-date, continues to develop its approach to equality and diversity and build upon its work with hard-to-reach groups, including the black and ethnic minority (BME) community. The service appointed a BME and Older Family Carer Worker to work with hard-to-reach individuals and their carers to improve access to the service. The service's involvement with the BME community, although improving, was under-representative of the overall population at the end of March 2008. Both this, and better engagement with carers, particularly those aged 65 and over, are key priorities for 2008 and 2009. Consultation with Third Sector groups representing people with learning disabilities continues through council-wide groups, for example, the Sunderland Social Care Partnership Board.

The service is committed to improving communications with its customers (including active feedback and development of information for those with disabilities by those with disabilities themselves). The Development Programme is a Prince managed project, and has its own Communication Plan to regularly inform all key stakeholders of activity.

The service received positive publicity through the launch of the Barnes Park Café, a social enterprise scheme run by people with learning disabilities supported by the service and its staff. This will form part of the wider development of Barnes Park, which is being specifically re-developed to support children and adults with disabilities in over the next two years.

As part of the Care Management and Assessment Programme, one area for development is the introduction of self-direction processes specifically for people with learning disabilities in 2008/09, including the roll out of Individualised Budgets, by which assessed individuals will receive significant funds across the public sector, including the council and Department of Work and Pensions, to arrange, or be supported to arrange, their own care, support and opportunities. The process will be supported through a web-enabled analysis tool to be available on the internet/intranet.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Service continues to manage its performance through the Directorate's Performance Management Strategy, balancing outcomes for people with learning disabilities and their carers against service delivery and resource management expectations, including the need to deliver value for money. At an individual level, the corporate consultation/appraisal system rigorously underpins this Strategy within the Service.

The Service manages a number of projects using Prince 2 Project management technique, and these include the projects within the Development Programme. As part of these arrangements a risk register exists for both the Service itself and for its major projects and work-streams of the Programme.

Overall gross costs associated with the Service increased by 19% between 2006/07 and 2007/08, predominantly due to a substantial increase in the number of people with severe learning disabilities admitted to specialist and expensive residential/nursing care, a national issue. These increasing costs were one of the drivers of the implementation of the Development Programme, one priority of which is to improve accommodation options for people with learning disabilities, and therefore to reduce the need for residential care admissions, particularly for those individuals residing out-of-city. As a result of these actions, there was a decline in the number of such admissions within the Service in 2007/08, whilst more people were supported at home between 2006/07 and 2007/08.

ADULT SERVICES

ADULTS WITH LEARNING DISABILITIES

To further aid this process, a Learning Disability Framework of Providers was established to support the Programme and is developing capacity building within the independent and Third Sector to improve both individuals' independence and to provide greater value for money within the Service. This will see the Service becoming increasingly a commissioner, rather than direct provider, of care, whilst maintaining the quality of care to vulnerable people.

Planned spend per head of population in 2007/08 on services for adults aged 18 - 64 with learning disabilities was ranked in the lowest quartile when compared to all metropolitan and statistical nearest neighbours, which is a continuation of the position in 2006/07.

The Service increased the level of direct payments, a means of providing financial support for care, to people with learning disabilities in 2007/08 and piloted the use of Individualised Budgets. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, because the costs associated with direct payments are often less than more traditional costs of care.

In 2008/09, the service is exploring the redevelopment of Rosalie House with an RSL and Health partner in order to provide a facility which will support accommodation for adults with learning disabilities. It is expected that this facility will demonstrate value for money and generate efficiency savings through reducing the cost of care package for clients who are currently out of city.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

There is a clear link between the strategic direction of the service to wider council, city and Department of Health and Communities and Local Government agenda, including the Sunderland Strategy and Local Area Agreements. Other Portfolios, the NHS and key partners, such as Sunderland College, support the multi-agency Learning Disabilities Development Programme and its implementation across the council and city. This included support in terms of the outcomes for individuals, such as improved employment or cultural/leisure opportunities, working with partners both inside and outside the council, including the Third Sector. For example, the multi-agency, Member-led Adult Social Care Board advised about the formulation and progress of the Learning Disabilities Development Programme in 2007/08, whilst the Service will make the best use of the Disability Independent Advisory Groups (DIAG) in 2008/09.

The service will build upon existing arrangements, in particular strong partnerships with the NHS, several of which have are a number of formal Health Act partnerships, which follow the council's Partnership Code of Practice. One example is the Learning Disabilities Difficult to Place Partnership, which is underpinned by a pooled budget for individuals with profound difficulties. Other practical examples include supporting the resettlement of people from long-term NHS accommodation, administration of Continuing Health Care on behalf of the Primary Care Trust and the ongoing response to Valuing People. The service and the Teaching Primary Care Trust are currently exploring opportunities to develop joint commissioning arrangements as part of its Development Programme. The service continues to support statutory initiatives, and practical successes have included the delivery of the Section 117 of the Mental Health Act 1983 cases with the service acting as an administrator for the Primary Care trusts in relation to arranging these care packages.

The Learning Disabilities Partnership Board (one of the city's Modernisation and Reform Groups) brings together a multi-agency strategic planning group of self-advocates, officers and carers that help shape development of strategic planning of services in Sunderland, including progress of the Development Plan, in the context of the White Paper, Valuing People or national guidance. The service provides strategic support and administration for the Board.

The service acts as a focus point to support a fast growing network of Friendship Groups that provide opportunities to use local community venues such as cafes, pubs, restaurants etc to meet, thereby enhancing their social networks and inclusion and has helped resource some of the opportunities available for these groups such as through evening opportunities.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PAF C30	No. of adults aged 18-64 years with LD helped to live at home per 1,000 corresponding population	3.0	2.8	3.0	Yes	3.2	3.4

ADULT SERVICES

ADULTS WITH LEARNING DISABILITIES

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PAF C73	Supported admissions of adults aged 18-64 to residential/nursing care per 10,000 population 18-64	1.53	1.3	2.48	No, due to pressures to accommodate people with severe LD (addressed over next 3 years)	1.97	1.63
Local PI	No. of carers aged (i) aged 18-64 (ii) 65+ of people with learning disabilities per 1,000 corresponding population	(i) 0.60 (ii) 1.23	(i) 0.51 (ii) 0.90	(i) 0.65 (ii) 1.19	yes	(i) 1.02 (ii) 2.6	(i) 1.07 (ii) 2.64

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement 2008/09	2009/10	2010/11	Outcomes	CIO/SP	ET	Lead Officer
Re-provision of services locally to enable people with intensive support needs (including supported housing) and currently residing out of the city be resettled in Sunderland	Monitor services in terms of customer outcomes in wider context of White Paper objectives for individuals

Begin re-settling individuals back in city, as appropriate | Evaluate and re-issue contracts. Re-tender process

Continue resettlement back into city | Continual monitoring of outcomes and identify opportunities for further development.

Continue resettlement back into city. | Ensuring that support is available to people with more significant learning disabilities to assist them in their daily living and in outcomes tailored for them, including about their accommodation and that resources are used as effectively as possible, including across council/ NHS partnerships | SP4 | 2 | GM

TM |
| Increase housing options for people with learning disabilities | Implement results of options identified from Development Programme in 2007/08 and provide range of suitable housing models | Develop housing options, e.g. expansion of supported tenancies for people with learning disabilities, and review models | Seek to identify, monitor and review further person-centred housing options and engage housing and support providers appropriately. | Improve life chances for individuals, including in terms of promoting their independence. | SP4 | 2 | GM |
| Improve opportunities in the community for people with learning disabilities as citizens of Sunderland through the implementation of the 3 - 5 Year Learning Disabilities Development Programme | Following evaluation of schemes aimed at improving wider access to role as citizens and expand number and scope of projects through implementation of Development Programme | Begin formal evaluation of schemes and continue implementation of Development Programme. | Review and expand range of projects ensuring they continue to support current and future generations of people with learning disabilities. Further develop local community infrastructures with partners to be inclusive of people with learning disabilities. | Increase opportunities for people with learning disabilities to have the same opportunities as all citizens, including improving their and their carers participation in the life of the community. | SP4 | 4 | GM |

ADULT SERVICES

ADULTS WITH LEARNING DISABILITIES

FINANCIAL

The costs below include the pooled budget with the TPCT for people with learning disabilities who have high support needs

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	9,898,739	9,601,603	10,247,944	Employees	10,530,008
2	1,042,419	1,071,411	1,068,264	Premises	1,069,067
3	387,151	352,943	348,504	Transport	353,798
4	950,975	1,985,563	1,236,832	Supplies and Services	1,198,077
5	10,311,112	8,840,187	9,756,067	Third Party Payments	10,359,595
6	378,859	356,671	356,671	Transfer Payments	356,661
	22,969,255	22,208,378	23,014,282		23,867,206
				Less Income	
7	321,013	322,606	322,606	Grants-Revenue	127,112
8	3,573,152	3,570,444	3,627,869	Client Contributions	3,780,939
9	8,940,671	8,552,813	9,037,194	Primary Care Trusts	9,255,295
10	1,485,269	1,323,871	1,323,871	Other Income	1,302,260
	14,320,105	13,769,734	14,311,540		14,465,606
	8,649,150	8,438,644	8,702,742	**Delegated Budget**	9,401,600
				Non-Delegated Items	
11	431,832	254,558	305,461	Employees - FRS17 Pensions Adjustment	458,882
12	1,694,562	1,154,085	1,570,312	Departmental Recharges	1,898,627
13	428,060	551,832	522,245	Central Support Service Recharges	471,831
14	121,141	111,467	111,467	Repairs and Renewals	95,956
15	313,883	277,610	400,273	Asset Charges	400,274
	2,989,478	2,349,552	2,909,758		3,325,570
				Less Income	
16	222,506	580,092	580,092	Departmental Recharges	589,038
	2,766,972	1,769,460	2,329,666	**Non-Delegated Budget**	2,736,532
	11,416,122	10,208,104	11,032,408	**TOTAL BUDGET**	12,138,132
	Service Breakdown:				
	724,909	670,670	678,048	Assessment and Care Management	733,812
	161,963	4,495	51,790	Residential - Nursing	142,500
	4,665,048	4,674,375	5,319,319	Residential - Other	6,013,994
	1,297,731	483,027	589,641	Home Support	649,255
	3,600,873	3,591,689	3,921,118	Day Care	4,110,639
	110,903	99,418	101,121	Employment Services	106,375
	854,695	684,430	371,371	Other Services inc. Business Support	381,557
	11,416,122	10,208,104	11,032,408	**TOTAL BUDGET**	12,138,132
	449.7	436.2	465.6	**Total No. of Staff**	459.0

Responsible Budget Holder
General Manager for Learning Disabilities Services

FURTHER INFORMATION

For further information about the service please see the 3-5 year Development Programme for Learning Disabilities, Resettlement Programme, Housing Strategy for people with Learning Disabilities or contact John Fisher, Head of Adult Services, Tel: (0191) 566 1876.

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to: improve the mental health of people in Sunderland through effective, responsive services in partnership with NHS and voluntary sector organisations. To achieve this aim, the service will:

- Move significantly towards the role of commissioning rather than directly providing services
- Reconfigure teams and support services to increase efficiency and effectiveness
- Move to an outcome-based model of both commissioning and providing services
- Promote the social inclusion agenda within the city including building stronger networks with other directorates within the council.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Mental Health Service increasingly empowers those with mental health needs to pursue social, leisure/cultural, employment and educational day opportunities as alternatives to formal day care. The service has a strong tradition of providing rehabilitation and recovery to people with mental health problems in partnership with the NHS, and this will be built upon in 2008/09.

In order to ensure customers are central to the delivery of services a number of consultation, forums and surveys are undertaken with customers. This included consultation in the development of rehabilitation and recovery with customers to inform the aims of the service for individuals and a Service User Forum which helps shape service development more generally. In 2008/09, the service will conduct a survey of adult social care customers' views about support as part of the Portfolio's Survey Programme, and this will build on the NHS statutory Annual Survey of Mental Health Services across health and social care. People with mental illness are therefore involved with the development of the service and independent advocacy is available for customers, including meeting the new statutory requirements of the Mental Health Capacity Act, a service for which was commissioned in 2007/08.

One advantage of the new directorate is closer and more integrated working between Housing and Adult Services across a number of different areas. An example is developing long-term housing support for vulnerable adults, a key objective for both functions, through the development of the Suitable Homes for Living Strategy. For people with severe mental illness, this means working with Housing colleagues and housing providers to increase both the number and range of the accommodation choices available to customers and help to access these choices, if required.

The NHS and council formal evaluation of the previous Community Mental Health Partnership in 2006/07 made a number of recommendations that led to the reconfiguration of the Partnership, one of the aims of which provide an improved focus on social care outcomes for people with mental health problems in Sunderland - in turn, this led to a reconfiguration of the service around its partnership and non-partnership functions. In 2007/08, this greater social care focus for customers was realised, with significantly more people supported at home by the service. One improvement identified for 2006/07 was to put in place better safeguarding arrangements to protect people suffering from mental illness from harm or abuse (one of the key responsibilities of the Portfolio). This was progressed through improved training of a greater number of staff across the NHS and council to identify safeguarding concerns, and as a result there was an improved level of reporting of concerns from both agencies by the start of 2007/08.

In 2005/06, the service contributed to a national Healthcare Commission review of customer, patient and carer support of local Mental Health Services, the overall rating of which was 'fair' for Sunderland. The Commission identified most areas for development as satisfactory or complete within the city. A number of reviews of individual functions within the service also took place in 2006/07 and 2007/08, which led to the development of action plans for improvement to provide a more equitable, accessible service, for vulnerable individuals.

The service will be involved in the Portfolio's Care Management and Assessment Programme over the next 3 years, with the aim of improving the journey for customers with mental illness in the council, whilst making better use of resources. For example, the service will consider the opportunities presented through the council's Customer Service Centre to improve engagement across the council for people with mental illness, building on its pilot use of Video Link Technology at the Centres, which was received positively by customers.

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Demands from its customers will mean that the development of the service will have to increasingly support customers through a diverse range of support and services available to customers to help promote independence and empower them as citizens and this will have consequences for workforce development across the council and city. The development of the Portfolio's Learning and Workforce Strategy will take account of the service's training requirements that needs to be tailored for existing staff to develop different and specialist skills and knowledge within the service. One example is the impact on the workforce of improving employment opportunities for those with mental illness to promote their independence and empower these individuals through the Northern Way pilot. There will also be consequences for workforce development across the wider council, and the service will work with partners to improve access for, and reduce stigma about, people with mental illness and share their expertise, as part of the council's move to Level 5 of the Equality and Diversity standards over the next two years.

A new Mental Health Change Management Communication Plan was developed as part of the service's change management arrangements in 2007/08, which included a monthly bulletin for staff and stakeholders. The scope of the bulletin is being extended beyond the change agenda to incorporate all issues affecting the service. The service is actively working to improve media coverage/publicity as part of the national drive to reduce stigma about mental health problems. Staff members are also actively engaged in helping shape the Lone Working arrangements to address staff safety issues.

The service, in which all INRAs are up-to-date, continues to develop its approach to equality and diversity and build upon its work with hard-to-reach groups, including the black and ethnic minority (BME) community. As a result, the number of people aged 18 - 64 years with mental illness from BME communities undergoing a social care assessment was more than representative of the BME community in 2007/08, whilst the number of people supported by the service broadly reflects the demographics of people aged 18 - 64 years with life-limiting conditions in the city, in terms of age and gender. Consultation with Third Sector groups representing people with mental health problems continues through council-wide groups, e.g. the Sunderland Adult Services Partnership Board. Those elements of the service provided in Partnership are currently exploring options for a partnership INRA action plan between the NHS and council. To drive forward the equality and diversity agenda a number of events took place the week of World Mental Health Day the theme of which was equality and cultural diversity.

The service developed improvements in communication and access, including the directorate's internet/intranet pages, undertook a 'Spotlight on Care' event for the Sikh or Chinese community involving representatives of other directorates and continues to review information available to the public, such as leaflets and specific material aimed at harder-to-reach groups, in partnership with NHS partners.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The Service continues to manage its performance through the Directorate's Performance Management Strategy, balancing outcomes for people with Mental Health needs and their carers against service delivery and resource management expectations, including the need to deliver value for money. At an individual level, the corporate consultation/appraisal system rigorously underpins this Strategy within the Service.

Results from the 2007 national Patient / Customer User Survey of customers of Mental Health services in the city (including the NHS and Council) show that patients and customers in Sunderland are slightly more satisfied with services than the national picture, with 93% rating their overall care as at least satisfactory in the city compared to the national average of 92%.

The Service manages a number of projects using the Prince II Project management technique, including for re-provision of services. As part of these arrangements, a risk register exists for both the Service itself and for its major services or projects. Issues that will need to be managed include strategic issues such as the ongoing configuration of partnership arrangements and its consequent impact on service delivery, and more practical issues, such as making the best of IT technology, including minimisation of multiple keying of information onto NHS and council systems. The Service also contributed to progressing outstanding action points from the 2006/07 CPA, including contributing to the development of the Starting Point directory.

The planned spend per head of population in 2007/08 on services for adults aged 18 - 64 years with mental illness is £15, which ranks Sunderland in the lower quartile when compared to other metropolitan authorities and statistical Nearest Neighbour authorities. This is a continuation of the 2006/07 position.

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

At the same time, the number of people aged 18 - 64 years with mental health problems helped to live at home by the council increased from 283 to 835 clients between March 2006 and 2007, largely due to the appropriate and ongoing re-alignment of caseloads between Adult Services and NHS as part of the re-configuration of the previous Partnership, achieved with little extra cost. This provides evidence that Mental Health services provide an improved focus on social care needs of adults that need support. In addition the number of placement weeks for people with mental illness in residential/nursing care has decreased between March 2007 and November 2007 by 12%, with more people being helped to find appropriate accommodation with support from Housing colleagues.

As the Service becomes more of a commissioner, than direct provider, of services, both a greater proportion and range of support is provided to customers via the Independent and Third Sectors. This will mean the Service working with both Sectors to build their capacity and resources to meet customer expectations. To aid this process, the Service developed a Mental Health Provider Forum whereby training and development opportunities are offered to providers through the joint training programme. A Provider Framework will be completed in 2008/09, with individual providers supported through contract and grant monitoring arrangements.

The Service increased the level of direct payments, a means of providing financial support for care, to people with mental illness in 2007/08. Over the period March 2007 to November 2007 the level of direct payments provided of clients aged 18-64 years with mental health problems has increased by 37.5%. As well as promoting greater customer choice and empowerment, these strategies also provide greater value for money, because the costs associated with direct payments are often less than more traditional costs of care.

The 2008/09 budget has been set taking account of efficiency savings arising from the reconfiguration of Day Care Services within the City resulting in projected savings of £50,000.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
There is a clear link between the strategic direction of the service to wider council, city and Department of Health and Communities and Local Government agenda, including the Sunderland Strategy and Local Area Agreements.

The formal partnership for the service is with the Northumberland and Tyne and Wear NHS Trust (NTW) to provide Rehabilitation and Recovery services, for which the local authority is the lead body in the partnership. This Partnership is underpinned by Health Act Flexibilities for 2007/08, with the option for the council and NTW Trust to extend the Partnership in 2008/09 and beyond. The key partners are currently exploring options for future delivery, including all services moving into a single Partnership or providing only some in partnership. However, the service continues to retain the more successful elements of practical partnership working between the NHS and Adult Services from the previous Partnership arrangements, and in addition includes some extra some elements of co-location of staff. The service continues to support statutory initiatives, and practical successes have included the delivery of the Section 117 of the Mental Health Act 1983 cases with the service acting as an administrator for the Primary Care trusts in relation to arranging these care packages. The service will continue to improve the media coverage of people with mental health problems. Practical opportunities include improving liveability within Sunderland by providing more community-based support for individuals, including identifying suitable accommodation for vulnerable people.

In 2008/09 and beyond, the service will look to build upon its current arrangements with the independent and Third Sector to ensure that there is greater capacity in these sectors to deliver care, support and services for people with Mental Health problems. To begin this process, the service developed the Mental Health Provider Forum.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PAF C31	18-64 year olds with mental health problems helped to live at home by council per 1,000 population 18-64	1.6	2.1	4.6	Yes	3.4	3.6
Local PI	% of carers of people with Mental Health problems receiving services compared to MH clients receiving community based services	New PI	New PI	2.3%	n/a	15%	20%

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
SAS 113	No. of Direct Payments/ Individualised Budgets for people with mental health problems per 100,000 population	1.1	5.6	3.6	No, take-up of Payments slower than anticipated, need to accelerate progress in 2007/08	13.5	16.9

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Increase choice and flexibility for customers through better use of Direct Payments (DP)/ Individualised Budget (IB) options, and re-provide services from independent and Third Sector services, especially for vocational and residential services	Plan switch from "traditional" to more outcome and choice-based services for individuals, e.g. employment and social, cultural/ leisure opportunities Develop capacity with independent and Third Sector Partners and develop and maintain Approved Provider Register.	Increase level of support for people through DPs and IBs, and provide flexible day opportunities in the city delivered by range of providers. Re-provide supported accommodation schemes via independent sector provision	Continue with choice-based strategy, including for more complex and vulnerable service users. Complete re-provision of accommodation schemes	Ensuring that support is available to people with mental illness to assist them in their daily living and in outcomes tailored for them, and that resources are used as effectively as possible, including across council/ NHS and other partnerships	SP4	2	GM
Develop specialist Mental Health social care skills in creative, choice based commissioning and care brokerage, particularly with complex care packages in line with White Paper *Our Health, Our Care, Our Say*	Implement and build upon training and development programmes in current Social Work Development Opportunities project. Progress new ways of working and build capable teams	Build upon training and development programmes in the Social Work improvement project. Progress new ways of working and build capable teams	Evaluate training and development programmes within the Social Work improvement project.	Improve customer responsiveness and their independence, including progressing outcomes for people with mental health problems by ensuring that staff can meet the new challenges of changing social care roles	SP4	2	GM

ADULT SERVICES

MENTAL HEALTH SERVICES INCORPORATING REHABILITATION AND RECOVERY

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	3,872,747	3,950,281	3,689,011	Employees	3,809,320
2	519,462	541,358	536,308	Premises	543,536
3	169,349	115,710	115,710	Transport	106,634
4	643,021	1,164,626	1,160,709	Supplies and Services	985,169
5	1,021,327	645,548	861,373	Third Party Payments	1,033,945
6	32,443	23,435	81,496	Transfer Payments	81,496
	6,258,349	6,440,958	6,444,607		6,560,100
				Less Income	
7	1,083,685	1,102,536	1,043,436	Grants-Revenue	1,059,508
8	1,558,569	1,976,668	1,771,536	Client Contributions	1,809,600
9	985,559	1,018,090	1,054,838	Primary Care Trusts	1,177,857
10	644,957	486,643	487,679	Other Income	512,224
	4,272,770	4,583,937	4,357,489		4,559,189
	1,985,579	1,857,021	2,087,118	**Delegated Budget**	2,000,911
				Non-Delegated Items	
11	169,682	115,554	133,157	Employees - FRS17 Pensions Adjustment	172,023
12	835,069	764,637	974,392	Departmental Recharges	1,094,563
13	245,214	292,562	288,000	Central Support Service Recharges	282,992
14	28,368	28,009	28,009	Repairs and Renewals	59,326
15	78,644	50,744	62,792	Asset Charges	62,792
	1,356,977	1,251,506	1,486,350		1,671,696
				Less Income	
16	82,965	60,100	60,100	Departmental Recharges	58,356
	1,274,012	1,191,406	1,426,250	**Non-Delegated Budget**	1,613,340
	3,259,591	3,048,427	3,513,368	**TOTAL BUDGET**	3,614,251
	Service Breakdown:				
	1,040,778	1,180,371	1,392,293	Assessment and Care Management	1,515,744
	468,789	674,803	880,169	Residential - Nursing and Home Support	713,306
	824,639	167,526	360,583	Residential - Other	479,654
	420,598	406,385	494,929	Day Care	454,477
	504,787	619,342	385,394	Other Services inc. Business Support	451,070
	3,259,591	3,048,427	3,513,368	**TOTAL BUDGET**	3,614,251
	160.0	163.2	152.4	**Total No. of Staff**	153.9

Responsible Budget Holder
General Manager for Mental Health Services

FURTHER INFORMATION
For further information about the service please see the Partnership Annual Report 2006/07 (including the Partnership Financial Plan); Partnership Rehabilitation and Recovery strategy; Social Care Workforce Development Strategy; Mental Health Act 2007 Implementation Strategy; Plans for the modernisation of mental health direct service provision; Safeguarding Children or contact Marilyn Wilkie, General Manager, Tel: (0191) 566 1433.

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aims of the service are:

- To be a central focus for commissioning and monitoring within the Portfolio, to plan, action, monitor, advise and review to meet customers', council and partners' needs and expectations, including management of statutory functions such as Procurement, Complaints, Quality Assurance and Safeguarding
- To deliver a number of direct customer services, such as Financial Assessment, Welfare Advice and Benefit Services and Self-Directed Support for individuals
- To provide high quality, professional and diverse support to the operations of services and drive the divisions towards continuous improvement and development of modern flexible services.

The service works closely with other services in both Adult Services and Housing and Public Health Portfolios to deliver and support services in relation to housing and adult social care. To achieve these aims the service is involved in:

- Partnership and Procurement
- Commissioning Contract Management and Business Support
- Performance and Information Management
- Policy and Development
- Human Resource Management
- Business Planning
- Complaints and Quality Assurance
- Knowledge Management
- Social Care Governance
- Health and Safety/Risk Management
- Information Governance
- Communications Service
- Language Support
- Direct Payments/Individualised Budgets
- Advice Services
- Income Collection
- Hosts Tyne and Wear Care Alliance on behalf of the 5 Tyne and Wear Councils
- Financial Management/Budget Monitoring.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Performance and Development Service assists individual services in the Portfolio, as well as Housing functions, in their responsibilities and for the Portfolio. This means empowering disadvantaged individuals, because of their health or circumstances to pursue social, leisure/cultural, employment and educational opportunities as alternatives to more "traditional" social care services. As a result of its own responsibilities, the service will play a central role in commissioning and safeguarding and will facilitate the development and implementation of the Portfolio's 15-Year Commissioning Strategy in 2008/09.

In order to ensure customers are central to the delivery of services a number of consultation mechanisms exist, many of which are supported and developed within the service. The service manages the statutory customer and Quality Assurance, Safeguarding and Service Improvement functions to ensure that the Portfolio and city (including the NHS, independent and Third Sectors) can both assure their safeguarding responsibilities and continuously improve services. To aid this process, the Portfolio implemented a Social Care Governance aimed at improving the quality of social care standards. The service leads on the ongoing development of the monitoring framework for all of these areas, including appropriate tools for capture of intelligence to inform service delivery. These co-ordinated mechanisms include via statutory complaints procedure, regulatory and local inspection and monitoring processes to direct and commissioned services, case file audits, an annual performance assessment framework, consultation events, focus groups, a survey programme and research studies and the canvassing of staff views. In turn, the findings from these processes regularly inform well-established performance and governance arrangements for services providing or commissioning advice, care and support to the customers. A resident survey was undertaken in 2007 to determine what Sunderland residents (not just current customers) want from adult social care in the future in the context of the White Paper and the results will shape service developments, including the Care Management and Assessment Programme, in 2008/09 and beyond.

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

This is because governance arrangements will expand in scope to incorporate a greater level of monitoring of a wider range of services available to the general public that might need help and support with their care needs - either through self-directed support and services that assessed individuals can choose to fund through Direct Payments or Individualised Budgets or that individuals can access for themselves with no involvement with the Portfolio's care management processes (e.g. people funding themselves in residential care). This will become an increasing challenge as people access a greater number of more diverse services to help meet outcomes appropriate for them. Nonetheless, the council, alongside the Commission for Social Care Inspection, has a statutory duty to assure that the quality of care and support for such services is of adequate standards for vulnerable people (and, in some instances, meets nationally agreed standards) in its role as a community leader and this is an area on which the Service leads for the council.

The service's own operationally delivered functions have also developed extensive feedback mechanisms. For example, the Welfare Benefits service produced integrated questions about its financial assessment processes into the Survey Programme for customers accessing social care services.

The service is well placed to deliver more customer-empowering requirements of the White Paper *Our Health, Our Care, Our Say.* In 2007/08, one of the council's Improvement Programme projects was to re-engineer the customer journey for individuals that require adaptations/equipment, and which the Performance and Development Service project managed. The aims of the project are to place the customer at heart of service delivery and to provide a more effective and efficient service. There will implications for how Performance and Development supports operational areas to deliver adaptations/delivery in the future and these were fully mapped within the Project. The Project represents the first phase of the Care Management and Assessment Programme, with which the service will be heavily involved.

The service will consider the logistical support to improve the customer journey in the Programme. For example, one aim of the Programme is to minimise "multiple keying" on ICT systems, so that, as far as possible, information is entered on systems once. Another key issue for the Service will be how to continue to improve the "front office" access to advice, information and services for the public, including through the Council's Customer Service Strategy in 2008/09.

With support from ICT, the Service co-ordinated production of a costed and prioritised Portfolio Roadmap for its IT and Information Management requirements over the next 3 years that is aligned with council and city developments and statutory requirements, including the Improvement Programme. The Roadmap includes both housing and adult social care requirements, and encompasses the ongoing development of the social care/housing systems and the development, mapping and training on the business processes to support information management on these systems in line with the Audit Commission's Data Quality Key Lines of Enquiry. Initiatives on the Road Map include delivery of the Electronic Social Care Record, a key e-Government requirement in social care, and the implementation of a Care Monitoring System in 2008/09.

Welfare Rights created a single point of contact for all customer enquiries, and introduced an electronic case management system to consolidate information about customers. In 2008/09, the Portfolio will make improved and wider use of mobile and flexible technology, including through the emerging Digital Challenge Programme and the service will be central to this development.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The service supports both housing and adult social care functions logistically through the provision of specialist functions, e.g. performance management and Communications, and coverage for such functions was developed through the launch of the Management Development Framework, which set out logistical management processes and responsibilities within the new directorate. This includes reference to council-wide expectations about HR policies and procedures, including the council's consultation and appraisal system. The service hosts a specialist HR function to offer support and advice to the Portfolio about HR issues. The service appointed an Attendance Management Advisor to improve the Portfolio's high level of sickness absence in some services, and this led to reductions in levels of absence amongst specific Services, including Learning Disability Services during 2007/08.

Adult Services move to become more of a commissioner of services will have consequences for workforce development across the council and city. In response to this, and the future development of the new directorate, a Learning and Development Workforce Strategy is currently being developed to take into account new ways of working, ensuring the right skill mix, training and development requirements are met in order to meet existing and future needs of customers.

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

Extensive training is provided for staff directly or through the council's training function with the service frequently acting as a pilot for council initiatives, e.g. flexible working, mobile working amongst the Welfare Benefits staff and 'shadowing' of staff functions.

Adult Services move to become more of a commissioner of services will have consequences for workforce development across the council and city. In response to this, and the future development of the new directorate, a Learning and Development Workforce Strategy is currently being developed to take into account new ways of working, ensuring the right skill mix, training and development requirements are met in order to meet existing and future needs of customers. Extensive training is provided for staff directly or through the council's training function with the service frequently acting as a pilot for council initiatives, e.g. flexible working, mobile working amongst the Welfare Benefits staff and 'shadowing' of staff functions.

One element of the service, the Tyne and Wear Care Alliance, provides extensive training to over 3,100 direct and independent sector care employees to raise the quality of social and health care provided to vulnerable individuals so that providers across all Sectors continue to meet and exceed the Government's care standards.

The service, in which all INRAs are up-to-date, continues to develop its approach to equality and diversity and build upon its work with hard-to-reach groups, including the black and ethnic minority (BME) community. The service facilitates the completion of INRAs, and the approach to equality and diversity standards, for the rest of the Portfolio. In 2007/08, the Portfolio's customer involvement with the BME community was more than representative of the overall adult population. One of the functions hosted by the service, Language Point, acts as a translation service in the council and externally. The service also supports equality monitoring of access to all Portfolio services within its performance management framework.

A challenge for the service will be how to support the consequences of the implementation of the White Paper for workforce development across the wider council, and the service will work with partners to improve access for disadvantaged people and share staff expertise, as part of the council's move to Level 5 of the Equality and Diversity standards over the next two years.

One area for development is the introduction of self-direction processes in 2008/09, and this operational function is delivered through the service, including management of Direct Payments and Individualised Budgets schemes. The service is also actively engaged in promotion of available services in the city in a number of different ways, and examples include the implementation and maintenance of the Starting Point directory to signpost customers to support from which they might benefit.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The service led on the development of a Portfolio-wide Performance Management Strategy to achieve the objectives of performance management that balances customer outcomes against service delivery and resource and financial management expectations. At an individual level, the corporate consultation/appraisal system rigorously underpins this Strategy within the service. The resource management perspective reviews whether the services provided and outcomes delivered were cost effective and represented value for money.

The service continued to contribute to the directorate's drive to improve value for money and deliver efficiency savings and was able to demonstrate improved value for money between 2006/07 and 2007/08 through actions progressed in the Service Plan. The service is committed to delivering efficiencies through its performance, financial management and governance arrangements laid out within the Directorate's Management Development Strategy, and also within major projects, such as the Business Improvement Programme, smarter working, rationalisation of assets and re-engineering the Business Unit functions aimed at improving efficiency and streamlining any potential "dual keying" of information across multiple manual and IT systems.

A Department of Health's Efficiency Gain calculation is provided for adult social care spend, which accounts for inflation in social care. This indicates that the overall year-on-year 'saving' across the directorate was £1.9m between 2005/06 and 2006/07, which represents 3.1% of overall expenditure in adult services.

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

As the Portfolio becomes more of a commissioner, than direct provider of services, both a greater proportion and range of support is provided to customers via the Independent and Third Sectors. The service will be central to the directorate's development of its 15-Year Commissioning Plan and 3-Year Service Delivery Plans, including responsibilities for delivering key elements of the commissioning process. This includes delivering more robust and systematic needs assessment processes, formulating realisable commissioning intentions, supporting procurement processes and delivering contract performance monitoring and evaluation. Corporate Procurement and the Tyne and Wear Care Alliance work in collaboration to produce a unique and rigorous procurement process, designed to maintain a quality assured open standing list of training providers.

The 2008/09 budget has been set taking account of 'back office' efficiency savings of £102,000 arising from a review of the business units and support services. This will be achieved by centralising some functions, reviewing structures and streamlining business processes**.**

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

There is a clear link between the strategic direction of the service to wider council, city and Department of Health and Communities and Local Government agenda. The service co-ordinates the Portfolio's contribution to the Sunderland Strategy, Local Area Agreement (LAA) and the CPA. This includes the development of Phase I of the 50+ Strategy, as well as contributing to the wider agenda for vulnerable and older people, identifying/addressing-underlying issues such as unemployment, poverty and poor housing.

It is essential that the service continues to support and develop NHS/council initiatives. Practical examples include the delivery of the Single Social/Health Care Assessment Process, to hosting multi-agency arrangements for the safeguarding of individuals accessing health or social care services and to the administration of Sunderland residents supported through Continuing Health Care and other statutory health care arrangements on behalf of NHS Trusts.

The service is leading the directorate's response to the White Paper's requirements to introduce Joint Strategic Needs Assessment for localities between the NHS and councils and is exploring opportunities to develop joint commissioning arrangements between the Primary Care Trust and the council.

The Tyne and Wear Care Alliance is a multi-authority partnership hosted by the service with the aim of providing social care staff training to help assure that the quality of care for individuals employed in the public, private or Third Sector across Tyne and Wear. This helps ensure that social care providers at least meet agreed national minimum standards of social care, and that there is adequate training to safeguard against (as well as how to notify about) harm and abuse to individuals receiving care services. The Alliance is a formal partnership across all the authorities in Tyne and Wear and is provided through the council's Partnership Code of Practise.

The service also facilitates the co-ordination of consultation and service development within the Third Sector. For example, the service facilitated the implementation of £1million Neighbourhood Renewal Fund Prevention Through Partnerships Programme on behalf of the Public Health Forum, to provide a programme of preventative projects managed by public and Third Sector agencies in 2007/08.

The Portfolio takes a proactive approach to contact with the media, via the service's Communications Team (which forms part of the Performance and Development Service), with the service providing an advisory service on the use of the image.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
SAS 190	% of adult social care staff who had training to assess risks to vulnerable adults	41%	57%	90%	Yes, priority area for development	95%	100%
PAF C51	Number of Direct Payments per 100,000 standardised population	186	215	192	No, client take up slower than planned	230	250

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Modernise development of service delivery in line with the White Paper	Delivery of recommendations relating to Resources/ Leadership as outlined in the Portfolio's response to the ambition of the White Paper and respond to new CSCI/ Healthcare Commission governance requirements Contribute to delivery of Improvement Programme and further development of Care Management and Assessment Programme	Review progress in relation to recommendations and integrate them into the wider council requirements, e.g. move towards Level 5 of the Equality and Diversity Standards Contribute to further development of Care Management and Assessment Programme, including ICT, business process and workforce implications.	Review development of Care Management and Assessment Programme.	Improved customer journey by putting them at the heart of service delivery, so that there is a more effective way of delivering services more quickly to people and that they have greater choice about how this is achieved. Ensure that council achieves greater value for money.	SP4	5	HOS
Transform workforce in response to White Paper, directorate and council	Transform workforce in response to developments outlined in the Portfolio's response to the ambition of the White Paper	Review progress in relation to recommendations and requirements of the council		Improve customer responsiveness and their independence, including progressing outcomes for customers by ensuring that staff can meet the new challenges of changing roles	SP4	5	HRM

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve commissioning / contracting arrangements and commissioning functions	Council/NHS integration of strategic needs assessment in commissioning responsibilities of Portfolio, Council and city. Develop Council/NHS commissioning/ contract arrangement to reflect changes in White Paper	Further develop needs assessment in commissioning framework and deliver outcome-focussed contracts. Explore regional commissioning arrangements. Implement joint commissioning/ contractual arrangements with NHS	Finalise and review three year development of needs assessment in framework and outcome-focussed contracts. Develop commissioning arrangements across region, if appropriate	Improve greater range of choices about support for customers or potential customers that they have helped shape more systematically, and across a range of partners. This means that individuals will have support shaped around outcomes tailored for them, whilst there is greater value for money across partner agencies.	SP4 CIO3 CIO4	5	HOS

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

FINANCIAL

The cost of this section has largely been re-allocated to other sections of Adult Services and is shown as 'Departmental Recharges'. A new grant of £0.554m for Social Care Reform Grant is shown within this area for 2008/09.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	5,300,501	5,997,544	8,499,544	Employees	8,942,732
2	618,168	314,780	308,703	Premises	317,076
3	141,830	213,804	222,891	Transport	209,137
4	2,788,496	1,782,523	1,967,478	Supplies and Services	1,674,595
5	522,134	241,755	263,043	Third Party Payments	349,772
6	93	0	82,101	Transfer Payments	0
7	376,106	0	700,000	Delegated Budget Deficit c/fwd	0
8	374,906	303,906	0	Delegated Budget Deficit b/fwd	0
9	182,266	160,000	412,000	Capital Expenditure charged to Revenue a/c	482,000
	10,304,500	9,014,312	12,455,760		11,975,312
				Less Income	
10	1,790,398	1,897,316	1,871,850	Grants-Revenue	1,884,018
11	2,170,511	2,206,730	2,182,934	Client Contributions	233,098
12	185,688	795,519	795,519	Primary Care Trusts	853,268
13	56,692	57,826	57,826	Charge to Gentoo	0
14	767,188	141,207	141,207	Other Income	194,772
15	0	0	314,020	Delegated Budget Surplus c/fwd	700,000
	4,970,477	5,098,598	5,363,356		3,865,156
	5,334,023	3,915,714	7,092,404	**Delegated Budget**	8,110,156
				Non-Delegated Items	
16	230,022	153,551	267,002	Employees - FRS17 Pensions Adjustment	371,815
17	120,466	431,477	205,560	Departmental Recharges	73,961
18	531,943	510,691	602,682	Central Support Service Recharges	1,073,675
19	53,455	9,521	15,469	Repairs and Renewals	9,971
20	264,409	110,532	173,647	Asset Charges	202,422
	1,200,295	1,215,772	1,264,360		1,731,844
				Less Income	
21	5,715,043	4,444,991	7,448,664	Departmental Recharges	8,846,235
22	407,458	266,538	266,538	Support Services	274,597
	6,122,501	4,711,529	7,715,202		9,120,832
	(4,922,206)	(3,495,757)	(6,450,842)	**Non-Delegated Budget**	(7,388,988)
	411,817	419,957	641,562	**TOTAL BUDGET**	721,168
	Service Breakdown:				
	1,285,453	1,491,885	1,662,892	Advice, Welfare Rights and Benefit	1,811,578
	1,024,094	977,941	984,979	Training and Personnel	1,279,808
	1,165,298	(320,147)	207,849	Premises, Health and Safety inc CERA etc	540,847
	61,635	150,373	186,729	Finance	228,428
	1,246,091	1,299,493	1,444,571	Planning and Performance Management	1,543,004
	676,845	497,759	2,882,426	Directorate Business Unit	2,904,451
	60,576	64,847	65,820	MAPPVA	73,079
	229,551	259,957	229,562	Strategic Services	239,168
	784,776	709,378	691,936	Other Support Services including ICT	1,221,637
	6,534,319	5,131,486	8,356,764	**TOTAL BUDGET**	9,842,000
	167.2	189.2	287.4	**Total No. of Staff**	302.4

Responsible Budget Holder
Head of Performance and Business Improvement

ADULT SERVICES

PERFORMANCE AND DEVELOPMENT

FURTHER INFORMATION

For further information about the service please see the Statement of Purpose, Learning and Development Workforce Strategy, Performance and Development Strategy or contact Graham King, Head of Service, Tel: (0191) 566 1440.

ROLES AND RESPONSIBILITIES

The over-riding aims of the Planning and Transportation Portfolio are to:
- Create a city which is accessible, attractive, vibrant, safe and sustainable
- Ensure the city retains its heritage
- Manage and improve infrastructure
- Support key initiatives to improve the economic, social and physical well-being of the city.

The Portfolio delivers these aims by:
- Discharging the council's statutory and regulatory functions relating to town and country planning, building regulations, highways, coastal protection and the Port of Sunderland
- Maintaining and improving the physical assets of the city
- Monitoring development in relation to planning policy
- Developing and promoting sustainable development strategies
- Developing schemes to improve road safety
- Bringing Listed Buildings back into use and protecting and enhancing Conservation Areas, and
- Providing maritime and cargo handling services.
- Developing and delivering sustainability and carbon management programmes.

PORTFOLIO CONTEXT
Statutory Context

During the Autumn/Winter of 2007, a raft of Parliamentary Bills were introduced to bring the Planning White Paper into legislative force - the key issues covered by the Bills include:
- Fast tracking major infrastructure projects with National Policy Statements and an appointed Infrastructure Planning Commission
- Speeding up the appeals process and giving Planning Inspectorates greater control over the format of the appeal - proposals would result in fewer hearings/public inquiries, be more cost effective and allow officers to concentrate on more important matters
- Streamlining Local Development Framework (LDF) procedures - proposals would deliver some cost savings, but would significantly speed up the delivery of the LDF to enable the efficient consideration of planning applications
- Reducing the number of schemes called in by the Secretary of State - the approach would speed up the delivery of schemes
- Strengthening policy on climate change
- Householder Permitted Development Review - awaiting a draft revision to the General Development Procedure Order
- Change in planning fees - a Consultation Paper on fees, considering three main options. It is likely that the fees will largely replace the Planning Delivery Grant and that the future delivery of the grant will concentrate on housing delivery
- Introduction of a new test to protect town centres - there is likely to be renewed pressure for out of centre retailing that would threaten the viability and vitality of the city centre and other defined retail centres, and
- Planning Performance agreements - a means of managing large scale planning application consultations.

Two changes to environmental construction standards are expected as follows:
- Code for Sustainable Homes. This Code replaced the Eco-Homes standard as of April 2007. Communities Local Government is proposing that all houses built after April 2008 receive a mandatory rating against this code, which will include a zero rating if no formal assessment is carried out. Carrying out an assessment and meeting levels of the Code will still be voluntary, and
- Building Research Establishment Environmental Assessment Method (BREEAM). The Regional Spatial Strategy (RSS) once adopted will also enforce attainment of BREEAM 'Very good' standards of construction for all significant development over 1000m² or 10 dwellings.
- The opportunity exists for Development Control and Building Control to turn these assessments into a fee earning service.

The RSS Phase One modification has been published by the Government Office for Phase One consultation - a response was submitted which reaffirmed the previous position of the council and the Tyne and Wear districts. The second round of modifications with consultation was expected by the end of 2007. There are concerns that the RSS as it stands will not adequately provide guidance that would support the sustainable regeneration of Tyne and Wear.

Planning Policy Statement 1 "Planning and Climate Change Consultation - Building a Greener Future Towards Zero Carbon" will necessitate greater promotion of sustainable construction as set out in the Code for Sustainable Homes.

PLANNING AND TRANSPORTATION

Planning Policy Guidance 4 is currently being reviewed, a consultation draft was received in late 2007. In principle this will provide much needed up to date guidance to the existing PPG4, which is approximately 15 years old.

The Climate Change Bill is due to be enacted in mid 2008, which will set legal targets for carbon dioxide emission reduction at the national level. Present information suggests that the only legal obligation for the council under the new act will relate to emissions from the council's own estate. Whilst under no legal obligation to do so, the council is taking forward a citywide Climate Change Action Plan, for adoption by summer 2008. The plan will demonstrate how the city can meet emission reduction targets in line with the new act.

A Heritage Protection Review has been undertaken by Government and consulted upon nationally, in a number of phases each based on distinct themes, between 2003 and 2007. The recommendations of the review are expected in 2008 and will result in changes in legislation and Planning Policy Guidance. Likely changes include the creation of a single designation regime, which mainly affects Central Government and English Heritage processes. Local Planning Authorities however will be affected by the proposals to merge Listed Building Consent and Scheduled Monument Consent into one regulatory process; similarly it is proposed to merge Conservation Area Consent with Planning Permission. Moreover, protection of World Heritage Sites will be strengthened and the means to protect 'locally' listed buildings from demolition will be introduced. While the rationalisation of consent regimes should result in a reduction in application numbers the underlying work content will not change. In fact a new responsibility would be given to the council for determining applications for Scheduled Monument Consent, something for which specialist knowledge and skills would be needed which are not readily available to the council. Moreover by 2011 the city should, although it is not assured, have a World Heritage Site, which together with locally listed buildings will significantly increase the heritage protection responsibilities of the council.

The Government also introduced new legislation and regulations in 2006 to strengthen the protection of the natural environment. The Natural Environment and Rural Communities Act 2006 places a duty on Local Authorities to make improvements for biodiversity, or wildlife, in all the things it does. Section 40 of the Act states 'every public authority must in exercising its functions, have regard, so far as consistent with the proper exercise of those functions to the purpose of conserving biodiversity'. This requirement is all encompassing and affects all new development and proposals for new development adding for example a further area of scrutiny when dealing with planning applications. Moreover following a ruling of the European Court of Justice in October 2005 that the UK had not fully implemented the Habitats Directive as they pertain to plans, the Government published amendments to the Habitat Regulations that require among other things 'appropriate assessment' of plans in respect of their effect on Natura 2000 sites. This means that all land use plans prepared by the council need an appropriate assessment.

The aim of the Traffic Management Act 2004 is to reduce congestion and disruption of the road network and imposes a duty on Local Authorities to secure the expeditious movement of traffic. Although the Act allows authorities to make arrangements, as they consider appropriate to carry out their duties, there is a requirement to report on how they are managing their network and tackling congestion. The Secretary of State will assess reports from authorities to determine how well they are performing their duties and will take into account any serious traffic issues he has been made aware of. Where the Secretary of State is satisfied that an authority is failing he can service an Intervention Order. A gap analysis will be carried out to determine areas where further measures need to be in place and an action plan will be developed. Local Authorities will be given powers to enforce non-endorsable moving traffic offences, including bus lane enforcement, issue permits for road openings and also issue Fixed Penalty Notices for some streetwork offences.

The Local Transport Bill was published in November 2007. It is part of the Government's strategy for ensuring that we meet not only today's' transport challenges but those of the future. Although it is not expected that the full impact of the Bill will be felt until post 2011, the Bill will reform the arrangements for local transport governance. Amongst the implications for the council is the proposal for the Public Transport Authority (PTA) to be renamed as the Integrated Transport Authority (ITA) with the responsibility for preparing future Local Transport Plans.

The powers to enable Local Authorities to deal with the gating of lanes and alleyways have now been moved from the Cleaner Neighbourhood and Environment Act to the Highways Act. A policy will be developed to identify the way in which the potential increase in requests will be dealt with.

The Road Safety Act 2006 relates to all activities, which have a direct impact on road safety. The Act also contains measures including provisions to pay road safety grants to local authorities so that innovative road safety projects can continue to be developed. It also includes powers for the Secretary of State to allow authorities to use surplus income from safety camera enforcement for road safety purposes.

The Children's Road Safety Strategy 2007 introduces new and emphasises existing strategies, polices and programmes directed at ensuring the number of children killed and seriously injured on our roads continues to fall.

The targets are to achieve a 50% reduction in child casualties against the 1994 to 1998 average by 2010, thereafter continuing to keep casualty numbers falling.

A Sustainable School Travel Strategy has been developed to satisfy the duties within the Education and Inspections Act 2006. The purpose of the strategy is to set out and explain how the council, through its policies, programmes and actions will maximise the level of sustainable travel journeys to and from schools/institutions within its area through the period 2007-2011. A draft strategy has been completed and subject to approval will be available on the council's website.

The International Ship and Port Facility Security Code (ISPS Code) came into force in 2004 with the main purpose being to provide a consistent framework for evaluating risk, thus enabling appropriate security levels and security measures to be implemented. To comply with the code Ports are expected to update their security plans on an annual basis. The Port of Sunderland submitted its updated plan to TRANSEC (within the Department for Transport) who have determined that the level of threat will remain as level 1 (low).

The Port Waste Management Plan has been revised and updated to ensure that new international guidelines surrounding the disposal of sanitary and galley waste are reflected in the waste disposal arrangements at the Port of Sunderland.

Local Socio-Economic Change
The population in Sunderland continues to decline. The net change to Sunderland's revised mid-2005 population as a consequence of changes by the Office for National Statistics in estimating overseas migration amounted to a reduction of 2,700. The recently issued estimate for mid-2006 - which incorporates the new migration methodology - has indicated a further reduction of 400 from the revised mid-2005 figure, putting Sunderland's current population at 280,600. Importantly, these projections also suggest that there will be a decline in persons aged between 15 and 44 in the city, but conversely a considerable increase in persons aged over 60. The latest figures underline the importance of meeting key objectives of the Sunderland Strategy through, amongst other actions, regeneration activity to create new employment opportunities and much more new housing of the right type and quality to meet the city's changing needs.

The results of a Local Housing Market assessment should be available in early 2008. This will provide a clearer picture of the housing need (across all housing types and tenures) across the city, including needs for the travelling community. This will inform both the emerging LDF and provide greater information in determining planning proposals.

The activity of major housing providers e.g. Gentoo's renewal programme is not as yet providing replacement housing as quickly as they are removing old stock. The high level of demolition impacts significantly on the ability of meeting the net dwelling completion targets set out in the emerging RSS.

Historically targets for development on brownfield land have been met e.g. 91% in 2005/06 and 94.37% in 2006/07. However, to meet emerging RSS housing requirements, which are yet to be specified but are anticipated to be between 12,000 to 15,000 new dwellings, would require an increase in the proportion of development on greenfield land. The sustainable housing led regeneration in some of the coalfield areas will also require the use of greenfield sites e.g. Easington Lane.

The first part of 2007/08 saw a reduction of approximately 15% in householder planning applications, which would appear to be a reaction to increased interest rates and the current climate of financial instability. It is anticipated that should perceptions of financial instability continue it could also affect commercial activity within the city with a slow down in the pace at which major developments are brought forward.

Traffic flow continues to grow in the city, as it does throughout the country. The most recent data available from the Department for Transport National Road Traffic Survey, published 4 October 2007, identified that between 2005 and 2006 traffic in Sunderland increased by 2.38%. This compares to 0.45% in Tyne and Wear, 1.46% in the Northeast and 1.37% in Great Britain.

The increase in the number of cars available to households is relevant to traffic growth. Data from the 2001 and 1991 Censuses indicates that the number of cars available to households increased by 29.5% in Tyne and Wear, compared to 26% in England and Wales. However as indicated in the 2001 census, car ownership remains relatively low in Tyne and Wear with 58% of households with at least one car or van, compared to 73% in England and Wales. Consequently there is potential for significant future growth in car ownership in Tyne and Wear, should this continue to increase towards the level for England and Wales.

PLANNING AND TRANSPORTATION

Figures from the ongoing Tyne and Wear Household Travel Survey 2006 (which commenced in 2003) indicate that 50% of journeys to Sunderland City Centre were made by private vehicles, 20% by public transport and 30% by walking or cycling. The relatively high proportion of trips by walking or cycling may reflect the close proximity of some residential areas in Sunderland to the City Centre. The proportion of public transport trips is moderately high, given the general decline in public transport patronage in most areas over recent years. The figures may reflect the high level of access to central areas by bus services (such as to Fawcett Street and Holmeside), and by Metro and rail services. In addition, Park Lane is the second busiest transport interchange in Tyne and Wear. Trips made to the City Centre by private vehicle are higher, while less than to the Metrocentre (77%) and more than to Newcastle/Gateshead centre (37%). However, there is potential for increases in traffic flows to the City Centre, with a resultant risk that residents' quality of life could be affected by the associated road safety, congestion, accessibility and air quality problems. Competition for car parking spaces is also likely to increase at peak times.

To maintain an appropriate balance between good access to the City Centre by private vehicle and to avoid difficulties associated with traffic flow increases, it is important that investment in public transport, walking and cycling facilities should continue, and be increased in future. Such investment will continue to develop Sunderland as an accessible and safe city with an effective integrated transport system.

Figures taken from the Nexus Annual Statistics Report 2006/07 indicate that total public transport patronage in Tyne and Wear increased by 3.7% in 2006/07, reversing a 20-year trend of decline. This increase can largely be attributed to the improved concessionary travel scheme for the elderly and disabled, although child boardings also increased. Public transport patronage in Tyne and Wear in 2006/07 comprises 77.3% bus and 22% Metro, with the remainder due to rail and ferry. The criterion for concessionary travel has also changed to include extended hours and cross-boundary travel. This will improve accessibility to key services for older people.

The use of the Port of Sunderland is entirely driven by market conditions in which there is substantial competition between the North East ports. The Port of Sunderland's trading position has improved significantly over the last year. Economic conditions are more favourable for port activity nationally and Sunderland will position itself to benefit from this general trend.

There is a general move nationally in the increase of containerised traffic and due to the congestion in ports in the South of England, North East ports may have the opportunity to handle more of this type of cargo. Should Sunderland attract any of this additional trade it could result in an increase in the amount of heavy traffic moving through the City Centre.

Other Key Issues

Guidance proposals to revise the criteria of the Planning Delivery Grant are currently the subject of consultation. It is proposed to be radically overhauled to become the 'Housing and Planning Delivery Grant'. Awards will continue to be given for meeting planning application, plan making and e-planning targets, although the weighting of grant to each category is still unclear. Greater emphasis will be given to awarding the grant, based on an authority meeting its housing targets set out in the RSS. The consequence of Gentoo's demolition programme without replacing the older stock, could significantly affect the council's ability to meet these net targets, which are currently set at 780 net new dwellings per annum between 2004-2011 in the emerging RSS (May 2007).

Much of the Development Control service improvement is underpinned by the Planning Delivery Grant e.g. appointment of temporary staff and use of consultants to deal with complex major applications. Any loss of grant to the Development Control Service will be offset by increases in planning fees.

There has been a recent trend where the Planning Inspectorate has upheld an increased proportion of planning appeals against refusals of consent by the council. In the first 6 months of 2007/08 53.85% of appeals submitted to the Inspectorate were upheld. It can be speculated that one reason for this trend is the lack of up-to-date policies and guidance. The emerging LDF will provide an up to date suite of performance indicators for determining applications and in addition a range of Supplementary Planning Documents (SPDs) is being developed with a view to adoption by Spring/Summer 2008. All proposed refusals are now being double checked to ensure that the grounds are robust. Appeals that are upheld are scrutinised to identify trends and the findings will be used to inform future decisions.

A discussion document 'The Future of Building Control' has been published by Communities and Local Government. It includes some suggested radical reform of the current system. The Building Control Alliance has responded to the document. Further developments and a full consultation paper are expected later in due course.

The Central Route and Sunderland Strategic Transport Corridor are currently on hold and a decision from the Department for Transport (DfT) is currently awaited following the submission, at their request, of additional information to support the business case previously submitted for each project. Work will be undertaken to seek a decision on each project from DfT in early 2008.

PLANNING AND TRANSPORTATION

The delivery of on-street parking enforcement has been carried out in-house from 1 December 2007. This will incorporate the wider civil enforcement issues of other moving traffic offences for which legislation will become effective from 31 March 2008.

Improvements continue to be made in reducing the number of public liability claims made. This is partly due to the improvement in the condition of the highway network and also changes to the method and mode of highway safety inspections. The repudiation rate remains steady at approximately 76%.

The council has commenced a procurement exercise for a commercial partner for the Port of Sunderland. This process has led to the selection of a preferred partner with whom negotiations are underway. Should negotiations prove successful it is anticipated that a new company will be formed to take the Port forward in a partnership arrangement. If negotiations are unsuccessful, the council will consider options for the future governance of the Port. The regeneration of the Port and its sustainability as a business is the principal objective.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Develop on-line interactive consultation to support the LDF process	Yes. The LDF consultation module has been configured. Progress is ongoing to populate the module	The module is being used to co-ordinate consultation in relation to the Evening Economy Strategy	CI01	5
Implement Building Control Planning and Regulatory Services Online (PARSOL) by December 2007	Yes. On target for December 2007	All Development Control and Building Control services to be available on-line	CI01	5
Improve the level of protection afforded to significant historic assets currently not listed and monitor listed buildings at risk	Yes. An initial study into best practice regarding process and methodology has been completed and is reviewed on an ongoing basis. A draft project plan for the identification and assessment of local historic buildings with a view to 'local listing' has been prepared and is being consulted upon internally prior to implementation	The establishment of a local list of buildings of architectural or historic interest that will be afforded statutory protection when central Government approves the relevant legislation	SP7	5
Implement the Easington Lane Development Framework	Yes. Murton Lane Masterplan accepted by the private sector and a planning application submitted. Determination delayed pending the developer agreeing proposals with Northumbrian Water Ltd on drainage proposals. Similarly the brief for Forest Estate is on hold due to drainage issues	The development of major new mixed housing development in Easington Lane comprising 600 dwellings in total. Approx 350 of these being on the Murton Lane site	SP7 SP3	5

PLANNING AND TRANSPORTATION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Assist delivery of Sunderland ARC's regeneration proposals for the Central Area	Yes. The Secretary of State had approved the ARC's proposed development of the Vaux site. The progress of the Tesco appeal with the High Court is still awaited. Holmeside has preferred developer status. The planning application for Farringdon Row Phase 1 has been submitted. Stadium Village Master plan is progressing	New housing, hotel and office development. A detailed planning framework to guide major new leisure residential and commercial development	SP7 SP3	5
Continue support of and assistance to the Sunniside Partnership	Yes. The success of the commercial property grant scheme is such that funding for a further year (to March 2009) has been approved. £2.2 million has been earmarked for public realm improvements the relevant business case is being prepared for submission to ONE in order to secure full approval. The area is continuing to attract new residential, commercial and leisure developments, notably the Helios Phase 2 development in High Street West, Biscop House in Villiers Street and residential development in Nile Street. The Place business and arts centre is also currently under construction. Sunniside Partnership is also preparing a masterplan for the East Sunniside and Tavistock areas which the council will seek to integrate into its planning framework for Sunniside	A vibrant mixed-use city centre urban quarter with a high quality environment, a place in which it will be attractive to live, work, shop and enjoy a variety of leisure activities	SP7	5

PLANNING AND TRANSPORTATION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Produce a draft City Centre Design Strategy as a Supplementary Planning Document (SPD)	Yes. Draft Sunderland Central Area Urban Design Strategy approved by Cabinet in October 2007 as interim policy and for the purposes of consultation	A draft Sunderland Central Area Urban Design Strategy supplementary planning document was produced and consulted upon. The document establishes design principles for new development and public realm improvements that will help deliver positive physical and image change that revitalises the central area. Guidance is included for key regeneration sites such as those at Stadium Park, Vaux and the Holmeside Triangle. Public realm proposals include transformation of the Inner Ring Road to create an attractive tree-lined boulevard and the creation of a 'Great Walk' from the Civic Centre to the Stadium of Light which will include a number of new public squares and a new pedestrian bridge across the river	SP7	5
Prepare, adopt and implement a Design and Access Statement as SPD	Yes. Available and used as interim guidance - programmed for public consultation early 2008	Prepared and consulted on guidance for developers on the requirements for the preparation of Design and Access Statements (DAS) which are now required to accompany most planning applications. A DAS explains the key decision and access concepts behind the formulation of a planning proposal. It should demonstrate how a proposal has been informed by a thorough appraisal of the site and its context as well as relevant planning policies and design guidance. The informal document has been used to provide guidance to developers pending its formal adoption	SP7	5

PLANNING AND TRANSPORTATION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Develop and deliver the Sunderland Climate Change Strategy	Yes. Consultation on a draft Climate Change Action Plan took place from July-Sept 2007 alongside a public awareness campaign	Results of consultation will inform the final action plan that will outline how the city can reduce its carbon emissions over the next 15 years	SP7	5
Deliver the 5-year Carbon Management Strategy	Yes. The Carbon Plan was adopted June 2007 and Year 1 projects are being implemented	Year 1 projects include - replacing water coolers in the Civic Centre and new procurement rules to ensure the most efficient vehicles are purchased. It is estimated that council emissions will be cut by 1.5% from Year 1 projects	SP7	5
Continue to work in partnership with other stakeholders to promote road safety and disseminate good practice with special emphasis on child safety	Yes. Through the existing policies and programmes and the soon to be introduced Sustainable School Travel Strategy	The strategy will provide the most comprehensive approach to child safety and travel	SP7	5
Promote the Sunderland Strategic Transport Corridor (SSTC) and Central Route	No. Discussions with the Department of Transport continue		SP7	5
Continue the implementation of the Traffic Management Act	Yes. Continued work on the Network Management Plan. Attendance and contribution to the Northeast Traffic Managers Group. Consideration being given to appointing a consultant to assist with traffic flow modelling	Compliance with the Act will assist in minimising disruption on the city's roads	SP7	5
Deliver the highway maintenance programme	Yes. Programme being delivered - maintenance work carried out on the A1231 Sunderland Highway	Improved condition and safety of the highway. Reduction in 3rd party claims	SP7	5
Deliver the bridge maintenance programme	Yes. Programme being delivered - maintenance work carried out on Northumberland Way and Parkway Interchange bridges on the A1231	Improved condition and safety of highway structures	SP7	5

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Significant consultation has been undertaken into a variety of different planning documents which have included, on-line consultation/feedback, targeted focus groups via Community Spirit, resident groups, the business community, key stakeholders and the Sunderland Partnership, exhibitions, workshops, press releases and poster campaigns. Whilst not all consultation feedback to specific customer objections will be able to be fully addressed, the variety of exercises employed has been effective in raising the profile of the functions of the Planning and Environment service. It has also been effective in eliciting true engagement from those hard to reach groups that might not normally get involved e.g. BME groups, disabled groups and gaining further insight into how consultees would wish to be engaged further in the planning process.

Building Control/Development Control customer forums, which are predominantly representatives from local agents and architects, are recognised by attendees as opportunities to discuss changes to legislation and service delivery). Suggestions for improvement are encouraged and discussed. A recent forum was used to inform attendees of the "1 APP" process. Currently Local Planning Authorities each produce their own planning application forms. The forms can differ dramatically leading to an inconsistency in the planning process, which often leads to confusion. "1APP" will end these discrepancies by ensuring every Local Planning Authority in England will request the same information. Feedback from the customer forums will be used to develop the new system.

The whole Planning and Environment website was reviewed and refreshed in March 2007. Further works to comply with PARSOL criteria are being identified. "Submit-a-plan" has delivered some further system development to Building Control and it is hoped that some of the more technical integrated requirements of the PARSOL standard can be satisfied via the system. The system will continue to be developed thus allowing maximum public access to the planning process.

A Travel Plan is a package of measures produced by employers to encourage staff to use alternatives to single-occupancy car-use. A Travel Plan can offer real benefits not only to an organisation and its employees, but also the community that surrounds it. It may help to relieve local parking or congestion problems or improve public transport connections across an area. It may also relieve stress on employees through reducing delays or providing the opportunity for them to cut their travel commitments by working from home on occasion. Travel Plans raise awareness of the consequences of travel choice and the benefits of choosing suitable alternatives, as well as minimising the impact of travel on the environment. They can help to improve: congestion, employee's health and fitness, accessibility for all transport users, local air quality and reduce harmful emissions. This can be achieved by reducing unnecessary travel and encouraging those who have to travel to do so in the least environmentally damaging way.

A Travel Plan Officer was appointed in June 2007 with responsibility for reviewing and updating the council plan and working with large employers and business/industrial parks across the city. The council plan is currently being reviewed and updated. The new plan will be launched and a working group formed to implement measures. Work is continuing at Doxford Park and the progress of all businesses is being closely monitored. Contact has been made with businesses at Rainton Bridge, North Pattinson Industrial Estate, University of Sunderland and Sunderland Enterprise Park. The Travel Plan Coordinator will be making contact with the Sunderland Royal Hospital in the near future.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The use of a Gazetteer Management System (GMS) as a corporate addressing system is currently affected by the council holding some 30 versions of address databases, applying some 10 methods of keeping addresses up to date and having 19 teams updating addresses. The GMS system held within the Planning and Environment service is the only addressing system that is compliant with British Standards and is used to update the national addressing system, the National Land and Property Gazetteer (NLPG). A successful upgrade of the CAPS GMS module meets the requirements of the Mapping Services Agreement. Corporate endorsement is now required to recognise the GMS as the single master address database.

On Street Parking enforcement was until recently undertaken by National Car Parks (NCP). From December 1st 2007 the service transferred to the council under TUPE terms and conditions. The primary function of the service will be to patrol the city's waiting, loading and parking restrictions. It is also proposed to develop service delivery in a range of areas including:

- Tackling abuse of the blue badge system
- Tackling inappropriate parking at schools
- Giving parking advice and information
- Basic first aid
- Contributing towards community safety, neighbourhood management and public protection
- Assisting with special events.

The Development Control and Building Control services have merged and are now under one manager. Synergies in service delivery are being examined with a view to harmonising the development process. The aim is to create a more joined up route through the regulatory process. A joint service newsletter, joint reception and display will be developed.

PLANNING AND TRANSPORTATION

The council places a great deal of emphasis on its image, and how it is perceived by members of the public. The new corporate image encapsulates the council's vision and the way that the both council and the city is moving forward in the future. All staff are now working in accordance with the corporate image and brand guidelines. Marketing plans are developed for every major project undertaken by the Planning and Transportation Portfolio to ensure that the council's image strategy is adhered to. A proactive media schedule is also in place, and next year a crisis management plan will be introduced, with the input of the Corporate Communications service within the Office of the Chief Executive and key managers within the Planning and Transportation Portfolio.

In October 2007 Cabinet agreed that the council should declare that it had reached Level 3 of the Equality Standard for Local Government. This means that equalities planning has been integrated into the council's Strategic Planning approach. In the coming year the council needs to ensure that actions identified through the planning process of 2007/08 are monitored and that it can begin to demonstrate effective performance management of equalities work. This will enable the council to declare that it has reached Level 4 of the Equality Standard in September 2008. Further detail in respect of individual Impact Needs Requirement Assessments can be found in the Portfolio service sections.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
In 2006/07 for the second year running the planning service has achieved a 100% outturn against BVPI 205, the local authority's score against a 'quality of planning services' checklist.

Recommendations from the Planning Peer Review, which cover the areas of Leadership and Corporate Engagement, Customer Focus and Community Engagement, Achieving Outcomes Effectively, Sustainability and People and Performance and Resource Management are being considered. Some actions have already been undertaken and the others will be included in a detailed service action plan for 2008/09.

Street Lighting Satisfaction surveys were issued to over 9864 residents in the city. Residents were asked to score against safety, disruption/inconvenience, tidiness, quality of finished works, politeness of staff and planning of works, and satisfaction levels overall were 98%.

A schedule of works to ensure 90% of pedestrian crossings are compliant for BVPI165 has been compiled in order to ensure continued performance improvement against this BVPI (60% for 2006/07 and 32.7% for 2005/06). This should be achieved in 2007/08.

The Development and Regeneration directorate has taken a unique approach to tackling sickness across the directorate with members of the directorate's Human Resources Team facilitating the sickness monitoring and interview process. In addition to this the Team works closely with managers and the Occupational Health Unit through monthly case conferences to address long-term sickness issues. This approach has achieved a reduction in sickness levels across the Development and Regeneration directorate.

All relevant risks for the Planning and Transportation Portfolio have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the Development and Regeneration directorate's and the council's overall Risk Management Plans.

The first six months of 2007/08 has seen a continual improvement in the amount of minor and other planning applications determined within eight weeks. This follows additional investment since 2004/05, which has led to the Authority being removed as a Planning Standards Authority in 2007.

The council has adopted a Carbon Plan with year one projects currently being implemented. It is envisaged that this plan will enable carbon emissions to be reduced and efficiency savings to be realised.

Feedback obtained from the MORI residents survey identified increased satisfaction in street lighting (88% satisfied compared to 82% in the previous year), Road maintenance (59% satisfied compared to 57% in the previous year) and footpath maintenance (61% satisfied compared to 51% in the previous year), reflecting the additional investment in these areas.

The number of claims made against the council for personal injury accidents on the highway have shown a slight decrease with 190 claims made in 2005/06 and a repudiation rate of 77%, to 170 in 2006/07 with a repudiation rate of 76%. The reduction in claims has resulted in reduced public liability insurance premiums. The figures are generally in keeping with the national trend in claims figures, although part can be attributed to a more robust and proactive inspection regime following the increased investment in a programme to reduce the backlog of works.

Benchmarking has identified that the Highways Maintenance Section has the second lowest costs on two job types and the third lowest costs on the third job types in comparison with Neighbouring Authorities.

PLANNING AND TRANSPORTATION

The significant improvement in the Port's financial performance, arising from the award of new contracts, has contributed efficiency savings in 2006/07 and forecast efficiencies in 2007/08. The Port continues to seek additional business in order to further improve its financial position.

The 2008/09 budget has been set taking account of 'back office' efficiency savings of £15,000, further details of which can be found in the relevant service planning sections of this Portfolio.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

Services in the Portfolio participate in a range of partnerships including with Sunderland ARC in central Sunderland by providing relevant advice and input and the Sunniside Partnership by providing planning advice particularly in the fields of conservation and urban design. Both work towards achieving the strategic priority of Developing an Attractive and Accessible City.

Advice and assistance is provided to Gentoo by the development of Renewal Area Masterplans and subsequent detailed planning submissions, which works towards achieving the strategic priority of Improving the Quality, Choice and Range of Housing.

Services in the portfolio are working in partnership with South Tyneside council to achieve inscription of the Wearmouth/Jarrow site as a World Heritage Site by providing a detailed planning framework to guide and control development. This works towards achieving the strategic priority of Extending Cultural Opportunities.

The street lighting column renewal programme is entering its final year and is due to be completed by the end of August 2008. The council will continue working with Aurora in the final year of the Capital Investment Programme and explore a press article on the achievements of the 5-year programme.

The Building Control service now has 15 commercial partners, including Balfour Beatty. This has resulted in fee income from works outside of the geographical boundaries of the city. A Business Development team has been set up within the Building Control service. Part of their remit is to market the service with a view to further developing partnership arrangements.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Road Safety We will work towards improving road safety with particular emphasis on child safety by: Increasing the level of children/young persons use of sustainable modes of transport	Implement the provisions and actions of the Sustainable School Transport Strategy (SSTS)	Continue to implement the provisions and actions of the SSTS	Continue to implement the provisions and actions of the SSTS	Achieve significant increase in sustainable travel Reduce child deaths and serious injuries by 50%, from the 1994/1998, average by 2011	SP7	5	TPRSM

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Identifying measures needed in areas of deprivation linked with Road Safety Education, Training and Publicity				Assist in achieving the Stay Safe and Be Healthy outcomes of Every Child Matters			
	Continue to assist schools in the preparation of their School Travel Plan (STP)	Continue to assist schools in the preparation of their STP	Continue to assist schools in the preparation of their STP	All 119 schools to have STPs in place by the end of 2010			
	Provide road safety training and education to school children	Provide road safety training and education to school children	Provide road safety training and education to school children	100% of eligible children to receive training in cycling, walking and general road safety every year			
	Undertake a comprehensive review of speed limits with a specific focus on those routes with the highest recorded incidents of speed related accidents	Monitor the effect of speed limit changes	Continue to monitor the effect of speed limit changes	More appropriate vehicle speeds will be introduced to improve safety on the city's roads			
Highways We will maintain and improve the city's infrastructure and road network by: Ensuring it assists the improvement of the city's economic prosperity, whilst managing levels of congestion	Complete negotiations with the DfT on the major business case for the Sunderland Strategic Transport Corridor (SSTC)	Obtain funding and prepare for implementation of SSTC	Continue to implement the SSTC	Development of new roads and a new River Wear bridge to help the movement of cross river traffic and better connect the City Centre and key riverside development sites with the A19	SP7 CIO1 CIO3	5	TM

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Refine the business case and seek DfT funding for the Sunderland Central Route. Subject to approval of funding to commence advance works	Continue work on Central Route	Continue work on Central Route	Construction of a by-pass for Fencehouses and Newbottle which will remove much of the through traffic and improve access to industry and employment			
	Introduce a Civil Parking Enforcement regime Review moving Traffic Orders	Continue with Civil Parking Enforcement	Continue with Civil Parking Enforcement	Effective operation of Civil Parking Enforcement which will assist with road safety, access and congestion management	SP7 CIO3	5	TPRSM
	Review Traffic Regulation Orders (TROs) for Sunderland South, Sunderland North, Sunderland West, Washington and Houghton areas	Consolidate new TROs into existing orders	Consolidate new TROs into existing orders	Moving and waiting traffic will be regulated, which will assist traffic flows, manage congestion and improve pedestrian safety	SP7	5	TPRSM
	Implement schemes to reduce congestion in line with the Local Travel Plan Congestion Reduction Plan	Develop a scheme in conjunction with the Highways Agency to improve traffic flow at key junctions across the city	Implement Junction Improvement Scheme	Congestion does not increase by more than 7% over the 2006 baseline	SP7	5	TM
	Develop business case for an implement a programme of Bus Corridor improvements and bus priority measures including Wheatsheaf Gyratory, Newcastle Road and Kier Hardy Way	Continue to implement a programme of Bus Corridor improvements and bus priority measures including Chester Road, Shiney Row Roundabout and Springwell Road	Continue to implement a programme of Bus Corridor improvements and bus priority measures including Durham Road, Inner Ring Road and City Centre	Reduction in time delays, improve reliability and in longer term increase bus patronage			

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Progress development of further travel plans by working with employers in city	Progress development of further travel plans by working with employers in city	Progress development of further travel plans by working with employers in city	Reduced congestion and car usage and reduced adverse environmental impact associated with traffic			
	Implement highway asset management plan	Implement highway asset management plan	Implement highway asset management plan	Funds will be directed to areas of greatest need i.e. highway and footpath maintenance			
Quality of Life We will improve the quality of life for city residents	Launch Climate Change Action Plan by June 2008	Develop and deliver the Sunderland Climate Change Action Plan	Develop and deliver the Sunderland Climate Change Action Plan	Measurable reduction in the city's energy consumption and carbon emissions	SP7	5	MPP
	Deliver the council's 5-year Carbon Plan	Deliver the 5-year Carbon Plan	Deliver the 5-year Carbon Plan	Measurable reduction in the council's energy consumption and carbon emissions			
	Engage in consultation as set out in the adopted Statement of Community Involvement (SCI), with stakeholders and the wider community around the content of the Local Development Framework (LDF) core strategy and Allocations Development Plan Documents (DPDs)	Engage in consultation as set out in the adopted SCI, with stakeholders and the wider community around the content of the LDF core strategy and Allocations DPDs	Engage in consultation as set out in the adopted SCI, with stakeholders and the wider community around the content of the LDF core strategy and Allocations DPDs	A framework for the development of land on Sunderland for the next 15 years and the delivery of the Sustainable Sunderland Strategy			

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Built Environment We will promote and secure high standards of design and development in the built environment and protect and preserve historic buildings	Improve level of protection afforded to significant historic assets Consult on possible buildings for inclusion in a Local List	Assess submissions against eligibility criteria and refine the Local List	Local List approved and established, monitor together with listed buildings at risk	Establishment of Local List of buildings of architectural and/or heritage merit to local residents that can be protected through forthcoming legislation	SP7	5	PIM
	Progress preparation of Character Appraisals for Washington and Newbottle Conservation Areas for adoption as Planning Guidance	Progress preparation of Character Appraisals for Central (Sunniside) and Silksworth Conservation Areas for adoption as Planning Guidance	Progress preparation of Character Appraisal for Ryhope Conservation Areas for adoption as Planning Guidance and review the existing Ashbrooke Character Appraisal	Character Appraisals for all the city's Conservation Areas raising awareness and appreciation of the city's historic environment and providing a more robust and informed basis for their management and for decision making in respect of planning applications affecting Conservation Areas			
	Assist the Wearmouth-Jarrow initiative to complete the World Heritage Site (WHS) Management Plan	Assist the Wearmouth-Jarrow initiative to complete the WHS Management Plan	Assist the Wearmouth-Jarrow initiative to complete the WHS Management Plan	A well conceived and executed WHS Management Plan which will assist the achievement of inscription of St. Peter's Monkwearmouth and St. Paul's Jarrow as a World Heritage Site in 2011	SP2 SP7	5	PIM
	Progress the implementation of the Old Sunderland Townscape Heritage Initiative (THI) in partnership with the Heritage Lottery Fund (HLF)	Progress the implementation of the Old Sunderland THI in partnership with the HLF	Progress the implementation of the Old Sunderland THI in partnership with the HLF	Restoration and full use of historic buildings secured thus advancing the regeneration of the area	SP7	5	PIM

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Regeneration We will work to continue with the regeneration of the city by: Working with key partners to produce necessary planning frameworks	Assist delivery Sunderland ARC in delivering the regeneration of Central Sunderland	Assist delivery Sunderland ARC in delivering the regeneration of Central Sunderland	Assist delivery Sunderland ARC in delivering the regeneration of Central Sunderland		SP1 SP3 SP7 SP8 CIO1	1 5	PIM
	Assist the Sunniside Partnership in delivering the regeneration of the Sunniside area including its grant scheme to historic Sunniside and public realm enhancements	Assist the Sunniside Partnership in delivering the regeneration of the Sunniside area including its grant scheme to historic Sunniside	Assist the Sunniside Partnership in delivering the regeneration of the Sunniside area including its grant scheme to historic Sunniside		SP1 SP2 SP3 SP7 CIO4	1 5	PIM
	Progress the master planning of East Sunniside and procurement of a developer	Continue progress of land assembly and development agreement	Development ongoing				
	Confirm position in relation to developer for expansion of The Bridges	Commence development on site	Complete development on site		SP1	1	HoLP
	Procure contractor and commence works on the 25 metre pools	Project complete - handover of pools			SP1 SP2	1 5	HoLP

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Assist in the implementation of Gentoo's renewal programme particularly the major renewal areas at Southwick, Doxford Park and Pennywell	Assist in the implementation of Gentoo's renewal programme particularly the major renewal areas at Southwick, Doxford Park and Pennywell	Assist in the implementation of Gentoo's renewal programme particularly the major renewal areas at Southwick, Doxford Park and Pennywell	New houses and the reinstatement of sustainable communities in the relevant areas	SP3 SP7 SP8 CIO4	1 5	HoPE
	Assist in the implementation of the University's development plan	Assist in the implementation of the University's development plan	Assist in the implementation of the University's development plan				
	Procure consultant advice on Phase 2 of the Local Asset Based Vehicle (LABV) study and appoint project manager	Implement recommendations arising out of Phase 2 study if Cabinet decide to proceed down path of LABV	Implement actions in accordance with recommendations	A public/private partnership developed which will maximise investment by the private sector and ensure that public assets are used to their full potential to drive forward the physical regeneration of Sunderland over the next 10 to 15 years	SP1 SP3 SP7	1 5	HoPE
	Implement Easington Lane Development Framework	Implement Easington Lane Development Framework	Implement Easington Lane Development Framework	Provision of high quality housing in the Coalfield area	SP3 SP7	5	PIM
	Complete Port of Sunderland business plan Agree action plan and deliver priority aims Confirm council position regarding Port governance and preferred option	Continue implementation of business plan and implement agreed Port governance option	Continue implementation and review business plan	Improved trading position for Port leading to job retention and new job creation New capital investment agreed for Port infrastructure	SP1 CIO3	1	PIM

PLANNING AND TRANSPORTATION

Areas for Improvement	Key Actions for Portfolio Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Major Incidents We will respond to major incidents and other emergencies	Improve the Major Incident Plan process by identification of rest and humanitarian assistance centres to be used in times of crisis following major incidents Identification of centres Build processes into major incident planning and response	Test efficiency by way of exercises	Completion of process. Ongoing review of adequacy of arrangement	Better response to incidents leading to reduced risk of potential injury and damage to infrastructure Timely and appropriate help and support to those affected by incidents	SP5 SP7 CIO3 CIO4	3 5	HoLP
Equality and Diversity We will promote equality and diversity	Continue to embed the principles of Level 3 of the Equality Standard for Local Government across the Planning and Transportation Portfolio and support the council to achieve Level 4	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5 across the Portfolio	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	SP8 CIO1 CIO2 CIO3	5	DDR

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Page No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
362	577,913	515,275	566,314	Development Control	671,863
363	1,271,483	1,198,600	1,216,103	Planning Policy	1,227,726
364	3,263,773	2,741,524	3,175,851	Planning Implementation	2,756,845
373	1,371,000	1,404,621	1,701,779	Transport, Planning, Policy and Strategy	1,816,999
374	2,390,291	2,295,868	2,639,896	Traffic, Parking and Road Safety	3,040,681
375	10,793,354	10,103,596	10,001,091	Highway Maintenance	10,098,165
376	664,061	705,936	436,073	Structures and New Works	499,697
381	(50,197)	0	0	Support Services	0
382	1,141,732	1,082,958	611,754	Contribution from Trading Services	510,030
	21,423,410	20,048,378	20,348,861	**TOTAL BUDGET**	20,622,006

TRADING SERVICES

383   Building Control, Port of Sunderland and Parking

	350.0	340.4	345.4	**Total No. of Staff**	366.3

PLANS AND STRATEGIES
- Sunniside Planning and Design Framework (to 2012)
- Central Sunderland Urban Design Strategy
- Climate Change Action Plan (to 2021)
- Children and Young Peoples Plan
- Cycling Strategy
- Local Development Framework (to 2021)
- Local Development Scheme (to 2011)
- Statement of Community Involvement (to 2021)
- Major Incident Plan
- Coast Protection Strategy
- Highway Inspection Policy
- Highways Annual Maintenance Programme (2008/09)
- Local Transport Plan 2006-2011
- Local Road Safety Strategy
- Local Safety Schemes Annual Programme
- Public Rights of Way Improvement Plan
- Shoreline Management Plan
- Speed Management Strategy
- UDP Alteration No. 2 (to 2012)

PLANNING AND ENVIRONMENT

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to provide high quality and responsive customer services and partnership arrangements, achieve sustainability and regeneration and maximise the city's environmental quality. To achieve this aim, the service:
- Controls development under the Town and Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004 in accordance with the development plan and Government policy
- Discharges the council's responsibilities under the Building Regulations and the Sustainable and Secure Buildings Act 2004
- Monitors developments in relation to policy and undertakes policy reviews
- Prepares a statutory spatial policy and provides advice and interpretation
- Develops and promotes sustainable development policies
- Encourages high quality urban design across the city
- Safeguards the city's heritage by preserving, conserving and where necessary enhancing the city's assets
- Maximises the community's access and connectivity to its environment
- Engages with stakeholders to maximise funding.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
In May/June 2007, using the CAPS Local Development Framework (LDF) module, the Planning Policy and Planning Implementation Teams wrote to all individuals and organisations listed on the consultee database requesting clarification of the contact details and addresses and the form of communication they would prefer i.e. written letter, email. The service now has an up to date mailing system and can demonstrate that the method of consultation and notification is one that meets customer requirements.

Building Control has successfully extended the scope of its ISO 9001 accreditation to include Development Control Planning Applications. There were no issues or nonconformities noted during the assessment. The scope will be further extended to include Enforcement and other parts of the Planning service.

The Development Control and Building Control Teams are currently undertaking a rebranding exercise in conjunction with the Development and Regeneration directorate's Marketing and Communications with a view to ensuring that all information provided to the public, in printed or electronic form, is in Plain English.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Managers are participating in the council's Leadership Programme, and the Chief Executive's Strategic Change Programme.

An Impact Needs Requirement Assessment (INRA) of the Local Development Scheme (LDS) has recently been undertaken. All consultation is required to be carried out in accordance with the LDF's adopted Statement of Community Involvement (SCI), which has been classed as 'sound' by the Planning Inspectorate and was subject to it's own INRA. The SCI sets out how the service will ensure that all groups irrespective of age, gender, ethnicity or background are consulted within the process of preparing each LDF document to ensure their views are considered. The LDF sets out policies relating to special needs housing, mobility standards, affordable homes and gypsies and travellers. The annual monitoring report will be used to assess if these polices are appropriate.

The Sustainability Team promotes sustainable development principles within council services and the wider community. An INRA of the services provided by the Team has recently been undertaken and records that regional surveys have shown that 18-24 year olds had the least understanding of climate change. Recent climate change campaigns have therefore focused on this group.

The SCI recognises that Sunderland is made up of a wide range of communities. The service continues to work with the Corporate Policy Team within the Office of the Chief Executive to engage with various Independent Advisory Groups (IAGs) to ensure that the SCI and subsequent community engagement remains meaningful.

Equality training needs have been identified as part of the INRA process and on-line equality training is being rolled out to all staff in the service.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The progress of all Development Plan Documents is managed in accordance with the LDS programme. The position is monitored internally on a quarterly basis and Government Office North East is informed through the Annual Monitoring Report process at the end of each calendar year.

All relevant risks for the service have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the Development and Regeneration directorate's and the council's overall Risk Management Plan. Risks are reviewed and updated on a monthly basis. The service is also represented on the Development and Regeneration directorate's Risk Management Group.

Costs for Planning Policy, Building Control and Development control are upper median when compared to nearest neighbours (lower median in 2006/07) and Metropolitan Authorities (upper median in 2006/07). Costs have increased since 2004/05 in order to address poor performance in relation to the processing of planning application. The investment has provided for significant improvements on key indicators, including:
- BVPI109a percentage of major applications determined within 13 weeks - 93.44% at quarter 3 in 2007/08 (42.68% in 2004/05)
- BVPI109b percentage of minor applications processed within 8 weeks - 93.31% at quarter 3 in 2007/08 (42.78% in 2004/05)
- BVPI109c percentage of other applications processed within 8 weeks 97.50% at quarter 3 in 2007/08 (53.53% in 2004/05).

For the second year running, the Planning service has achieved a 100% outturn against BVPI205, the local authority score against a 'quality planning service' checklist. Additional investment since 2004 has seen a continual improvement in the amount of minor and other applications determined within eight weeks. This has led to the Authority being removed as a Planning Standards Authority in 2007.

The council's Carbon Plan has been adopted and some Year One projects, e.g. replacing water coolers in the Civic Centre, new procurement rules to ensure efficient vehicle purchase, restrictions on employee lease car emissions and testing new streetlight metering systems are being implemented. These projects will reduce carbon emissions and provide efficiency savings within the council's budget.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Significant progress has been made with the Sustainability Appraisal of the Sunderland Strategy completed and developed into guidance notes for the thematic partnerships to build into their respective chapters. The service will undertake appraisals of chapter drafts, right up to adoption, then support the Sunderland Partnership to cascade sustainable challenges to partners/services.

The Head of Planning and Environment is the technical lead for the Sunderland Partnership's Attractive and Accessible City Thematic Group. Regular meetings are held under the chairmanship of the Vice Chancellor of the University of Sunderland. Work is ongoing in preparing the Attractive and Accessible City input into the Sunderland Strategy.

The following achievements of the service have been recognised:
- The Building Control Team was short listed for the Local Authority Building Control National Partnership Awards
- Rainton Meadows Nature Reserve won a Green Flag award in conjunction with Durham Wildlife Trust
- A Green Apple has been awarded by the Green Organisation for the Cycling Strategy for Sunderland
- Sunderland is the only North East Authority to win Department for Environment, Food and Rural Affairs funding for the marketing and communications of its Climate Change Action Plan
- The Carbon Trust has cited the council's Carbon Management Plan as best practice within the approximately 100 Carbon Plans developed by local authorities to date
- The Building Control Team received its 3rd Chartermark accreditation and will extend the scope to include Development Control as part of the next assessment.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Implement Unitary Development Plan (UDP) and Supplementary Planning Guidance (SPG) on crime prevention.	**R.18** Revise the 1998 SPG to bring it into line with current best practice in crime prevention and creating Safer Places.	The Safer Places Guidance is now embedded in the Development Planning process and as such will be incorporated into various Development Plan documents and Supplementary Planning documents in the Local Development Framework (LDF)	Continued monitoring	Continued monitoring

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 106	Percentage of new homes built on previously developed land	91%	60%	94.37%	Yes	85%	68%
BVPI109a	Percentage of major applications determined within 13 weeks	43.1%	60%	81.69%	Yes	82%	82%
BVPI109b	Percentage of minor applications determined within 8 weeks	81.04%	90%	85.29%	No, Challenging target in conjunction with resources diverted to DMS implementation	86%	86%
BVPI109c	Percentage of 'other' applications determined within 8 weeks	87.04%	88%	92.4%	Yes	92%	92%
BVPI111	Satisfaction of applicants with planning service (collected every 3 years)	77%	88%	76%	No, This is based on the results of a survey and a high % of residents who were not satisfied had been refused planning approval	3 years	3 years
BVPI200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme	Yes	Yes	Yes	Yes	Yes	Yes
BVPI200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out	No	Yes	Yes	Yes	Yes	Yes
BVPI200c	Did the local planning authority publish an annual monitoring report by December of the last year	Yes	Yes	Yes	Yes	Yes	Yes

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PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	27.4%	21%	23%	Yes	25%	25%
BVPI205	The local authority's score against a 'quality of planning services' checklist	100%	100%	100%	Yes	100%	100%
BVPI219a	Total number of conservation areas in the local authority area	13	13	14	Yes	15	15
BVPI219b	Percentage of conservation areas in the local authority area with an	30.77%	38.46%	42.86%	Yes	66.67%	80%
BVPI219c	Percentage of conservation areas with published management proposals	23.08%	23.07%	28.57%	Yes	53.33%	80%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement 2008/09	2009/10	2010/11	Outcomes	CIO/ SP	ET	Lead Officer
Continuously monitor, review and improve customer care and engagement	Population of CAPS Local Development Framework (LDF) module and promotion of its use as an on-line service	Population of CAPS LDF module and promotion of its use as an on-line service	Population of CAPS LDF module and promotion of its use as an on-line service	Improve community consultation - measured by the number of on-line representations received to each development plan document, with a minimum target to receive 10% of all responses electronically	CIO1		MPP
	Promote use of Building Control services on-line via customer forums, newsletters, promotions and the website	Review and development of on-line services to be determined by number of fees paid on line	Review and development of on-line services to be determined by number of fees paid on line	All parts of the Building Control service to be accessible on line			DM
	Monitor and view effectiveness of consultation techniques used for each LDF document. If necessary review the Statement of Community Involvement (SCI)	Monitor and review the effectiveness of consultation techniques used for each LDF document. If necessary review the SCI	Monitor and review the effectiveness of consultation techniques used for each LDF document. If necessary review the SCI	SCI maximises public engagement within the planning process across all sectors of the community and all parties are informed of how their input has influenced the LDF			MPP

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Safeguard and enhance the natural and built environment of the city	Improve the level of protection afforded to significant historic assets Consult on possible buildings for inclusion in a Local List	Assess submissions against eligibility criteria and refine the Local List	Refine Local List approved and established, monitor together with listed buildings at risk	Establishment of Local List of buildings of architectural and/or heritage merit (not nationally recognised but of importance to local residents) that can be protected through forthcoming legislation	SP7	5	PIM
Safeguard and enhance the natural and built environment of the city	Co-ordinate cycling expenditure and infrastructure development in line with the Cycling Strategy and Local Transport Plan (LTP) for Tyne and Wear Support partnership initiatives including Heritage Coast and Durham Biodiversity Action Plan	Co-ordinate cycling expenditure and infrastructure development in line with the Cycling Strategy and LTP for Tyne and Wear Support partnership initiatives including Heritage Coast and Durham Biodiversity Action Plan	Co-ordinate cycling expenditure and infrastructure development in line with the Cycling Strategy and LTP for Tyne and Wear Support partnership initiatives including Heritage Coast and Durham Biodiversity Action Plan	Increase in overall cycle network and cycle parking spaces 2.5% increase over 2007 - 2010 plan period in off-road cycling trips	SP7 SP2	5	MPP PIM
Deliver high quality statutory services	Meet the milestone targets as identified in the Local Development Scheme (LDS) for each Development Plan Document	Meet the milestone targets as identified in the LDS for each Development Plan Document	Meet the milestone targets as identified in the LDS for each Development Plan Document	Provision of an up to date Development Plan (LDF) for the city Provision of formal planning guidance to assist delivery of housing renewal and regeneration in various parts of the city	SP1 SP3	5	MPP

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Engage with key partners to secure productive partnerships through effective joint working and the production and adoption of the necessary planning frameworks	Implement the Easington Lane Development Framework	Implement the Easington Lane Development Framework	Implement the Easington Lane Development Framework	Provision of high quality housing in the Coalfield area	CIO3 SP3 SP7	5	PIM
	Assist delivery of Sunderland ARC's regeneration proposals for the Central Area	Assist delivery of Sunderland ARC's regeneration proposals for the Central Area	Assist delivery of Sunderland ARC's regeneration proposals for the Central Area	Provision of formal planning guidance to developers particularly on major regeneration sites at Farringdon Row, Vaux, Holmeside and Stadium Park to secure high quality housing, office, retail and leisure developments in the Central Sunderland Area			
	Continue support of and assistance to the Sunniside Partnership	Continue support of and assistance to the Sunniside Partnership	Continue support of and assistance to the Sunniside Partnership	Vacant buildings brought back into use. Acquisition and development of key sites, job creation and new housing			
	Formation of Business Development team to continue to develop Building Control external partnership arrangements	Continue to develop Building Control external partnership arrangements	Continue to develop Building Control external partnership arrangements	Secure work and increase fee income which will pay for the service so it does not become a burden on Council Tax payers			DM
Promote and secure high standards of urban design in new developments	Finalise and adopt Household Alterations and Extension Supplementary Planning Documents (SPDs)	Implement Household Alterations and Extensions SPD	Implement Household Alterations and Extensions SPD	Achievement of high standards in design and better-informed decision-making	SP3	5	PIM
	Establish a Design Award Scheme	Run Design Awards scheme	Run Design Awards scheme	Secure high quality in the built environment and the creation of desirable places to live, work, shop and visit			

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Finalise and adopt the Residential Design Guide	Implement the Residential Design Guide	Implement the Residential Design Guide				
	Finalise and adopt the Design and Access Statement Guidance	Implement the Design and Access Statement Guidance	Implement the Design and Access Statement Guidance				
	Finalise and adopt the Sunniside Planning Framework	Implement the Sunniside Planning Framework	Implement the Sunniside Planning Framework				
Develop and promote sustainable strategies, policies and actions	Launch Sustainability Appraisal of the Sunderland Strategy, and roll out sustainability checklist	Continue roll out of sustainability checklist and challenges	Prepare 3-year update on Sustainability Appraisal of Sunderland Strategy.	To demonstrate that the sustainability of Sunderland Strategy and council services are improving	SP7	5	MPP
	Launch Climate Change Action Plan	Develop and deliver the Sunderland Climate Change Action Plan	Develop and deliver the Sunderland Climate Change Action Plan	Measurable reduction in the city's energy consumption and carbon emissions			
	Delver the 5-year Carbon Plan	Deliver the 5-year Carbon Plan	Deliver the 5-year Carbon Plan	Measurable reduction in the council's energy consumption and carbon emissions			
	Establish and launch three-year eco-schools project (subject to grant funding)	Run eco-schools programme	Run eco-schools programme	30 schools achieving eco-school status by July 2011			
	Develop and implement Waste Plan for council buildings and services	Develop other topic-based environmental plans for the whole council	Project complete - plans adopted	Reduction in council's environmental footprint, and adopted environmental policy			
	Work with the joint South Tyne Waste Partnership to deliver strategic waste management facilities	Continue to work with the joint South Tyne Waste Partnership to deliver strategic waste management facilities	Continue to work with the joint South Tyne Waste Partnership to deliver strategic waste management facilities	Environmental regulations in place regarding the disposal of municipal and commercial waste to minimise the amount of waste going to landfill			

PLANNING AND TRANSPORTATION

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Work in partnership with other agencies to achieve Inscription of the Wearmouth/Jarrow site as a World Heritage Site (WHS)	Prepare Masterplan for St Peter's Riverside and WHS setting in conjunction with Sunderland ARC, Sunderland University and One NorthEast.	Adopt St Peter's Riverside masterplan as a Supplementary Planning Document		A detailed planning framework to guide and control development in the setting of the candidate WHS available as evidence to demonstrate to the ICOMOS and UNESCO assessors the council's planning provisions for managing the site	SP2	5	PIM
	Initiate landscape and streetscape improvements in and around the candidate WHS guided by a detailed urban design strategy	Continue to implement appropriate improvements	Continue to implement appropriate improvements	A programme of streetscape improvement works to enhance the prospective WHS and to demonstrate to assessors the council's alignment with the Management Plan			

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

FINANCIAL

DEVELOPMENT CONTROL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,179,097	1,211,130	1,216,760	Employees	1,296,769
2	14,565	10,082	10,082	Transport	10,082
3	335,977	62,000	83,916	Supplies and Services	137,179
4	190,012	0	0	Delegated Budget c/fwd	0
	1,719,651	1,283,212	1,310,758		1,444,030
				Less Income	
5	1,459,820	1,152,260	1,152,260	Income	1,213,566
6	80,000	0	0	Delegated Budget b/fwd	0
	1,539,820	1,152,260	1,152,260		1,213,566
	179,831	130,952	158,498	**Delegated Budget**	230,464
				Non-Delegated Items	
7	43,097	28,109	38,204	Employees - FRS17 pensions adjustment	55,158
8	232,533	212,335	212,335	Central Support Service Recharges	212,251
9	113,242	134,669	131,338	Departmental Administration	148,050
10	9,210	9,210	25,939	Asset Charges	25,940
	398,082	384,323	407,816	**Non-Delegated Budget**	441,399
	577,913	515,275	566,314	**TOTAL BUDGET**	671,863
	42.0	42.5	42.5	**Total No. of Staff**	43.0

Responsible Budget Holder
Head of Planning and Environment
Development Manager

PLANNING AND TRANSPORTATION

PLANNING AND ENVIRONMENT

PLANNING POLICY

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	617,709	671,468	686,864	Employees	690,096
2	4,069	3,828	3,677	Transport	3,828
3	560,696	48,800	48,800	Supplies and Services	49,905
4	101,913	85,470	85,470	Agency and Contracted Services	87,607
	1,284,387	809,566	824,811		831,436
				Less Income	
5	43,301	74,509	74,509	Income	79,199
6	17,000	0	0	Delegated Budget b/fwd	0
	60,301	74,509	74,509		79,199
	1,224,086	735,057	750,302	**Delegated Budget**	752,237
				Non-Delegated Items	
7	30,134	17,500	21,836	Employees - FRS17 pensions adjustment	29,738
8	292,919	404,601	404,601	Central Support Service Recharges	393,513
9	69,582	84,041	81,963	Departmental Administration	96,115
	392,635	506,142	508,400		519,366
10	345,238	42,599	42,599	Less Income	43,877
	47,397	463,543	465,801	**Non-Delegated Budget**	475,489
	1,271,483	1,198,600	1,216,103	**TOTAL BUDGET**	1,227,726
	19.5	19.5	20.5	**Total No. of Staff**	19.5

Responsible Budget Holder
Head of Planning and Environment
Planning Policy Manager

PLANNING AND TRANSPORTATION

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PLANNING IMPLEMENTATION

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,058,811	1,023,725	1,014,635	Employees	1,081,038
2	85,853	23,836	23,836	Premises	23,836
3	19,617	6,463	6,463	Transport	6,463
4	176,479	115,844	115,844	Supplies and Services	112,876
5	106,982	111,007	111,007	Agency and Contracted Services	113,782
	1,447,742	1,280,875	1,271,785		1,337,995
				Less Income	
6	578,444	335,203	335,203	Income	365,124
7	88,643	0	0	Delegated Budget b/fwd	0
	667,087	335,203	335,203		365,124
	780,655	945,672	936,582	**Delegated Budget**	972,871
				Non-Delegated Items	
8	48,471	28,808	33,033	Employees - FRS17 pensions adjustment	46,059
9	95,735	127,061	127,061	Central Support Service Recharges	114,855
10	306,414	281,621	279,050	Departmental Administration	247,220
11	2,272,552	1,601,196	2,042,959	Asset Charges/Deferred Charges	1,625,959
12	3,000	0	0	Revenue Contribution to Capital	0
	2,726,172	2,038,686	2,482,103		2,034,093
13	243,054	242,834	242,834	Less Income	250,119
	2,483,118	1,795,852	2,239,269	**Non-Delegated Budget**	1,783,974
	3,263,773	2,741,524	3,175,851	**TOTAL BUDGET**	2,756,845
	36.4	34.0	33.0	**Total No. of Staff**	34.6

Responsible Budget Holders
Head of Planning and Environment
Planning Implementation Manager

FURTHER INFORMATION
For further information about the service please see the Planning and Environment Service Plan or contact Keith Lowes, Head of Planning and Environment Tel: (0191) 553 1564, email keith.lowes@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to manage the city's transport and coastal infrastructure in a safe and sustainable manner in order to support the objectives of citizens and our partners. To achieve this aim, the service:

- Contributes to the creation of an attractive environment and public realm
- Manages the highway network to optimise road safety and minimise traffic congestion
- Develops and manages the council's infrastructure assets and the natural environment to ensure safety, attractiveness, sustainability and serviceability
- Improves accessibility to transport
- Provides a centre of relevant professional expertise.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

An Impact Needs Requirement Assessment (INRA) undertaken by Parking Services has identified that more detailed satisfaction surveys relating to car parking in the city should be undertaken. This will assist in identifying any inequalities in the provision of the service.

The service is exploring an option for providing an adaptation of a system, used by Nexus, for providing real time bus information on the council's website. Nexus is currently experiencing some technical problems with their system, but it is hoped that the programme will continue when the problems are resolved.

A list of adopted streets will be placed on the council's website in order to improve access by the public to data and information relating to highway records. The data, some of which is on long established records, is being cleansed to verify that the information placed on the website is accurate.

The number of requests for resident disabled parking bays is steadily increasing and to ensure that all decisions are made fairly and equitably, a new policy has been developed which sets out clear criteria for basing decisions.

A policy has been developed to prevent the erection of advertising boards on pavements. This is now being rolled out across the city, partly in response to requests from disabled groups.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Recruitment and retention continues to be a major issue for the whole service resulting from the skill shortage in the industry and competition from the private sector. A review of the service was undertaken and a report has been produced and is currently under consideration.

Managers are participating in the council's Leadership Programme, and the Chief Executive's Strategic Change Programme.

An annual staff appraisal programme is in place and the service strives to achieve 100% of staff receiving an annual appraisal with a personal development plan and personal objectives. With the provision of off-street parking transferring into the council, new staff will be provided with appropriate equality and diversity training. On-line equality training is being rolled out to all current staff in the service.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

It is planned to have increased production and analysis of financial and performance related data for the Home Office, the Transport and Research Laboratory and the Northeast Parking Managers Forum to facilitate effective benchmarking with other authorities and internal monitoring to secure continuous service improvement.

A detailed audit of all the pedestrian crossings across the city has been undertaken. In 2006/07, 60% of crossings were compliant with BVPI 165 (Crossings with facilities for disabled people), in comparison to 32.7% in 2005/06. Comprehensive details of non-complaint crossings have been compiled and a schedule of works has been created with a target for 90% of crossings to be made compliant by the end of 2007/08. It is likely that this target will be met with over 75% compliant by the third quarter. The remaining 10% will not be able to be made compliant due to local conditions.

The Structures and New Works service has developed a good reputation for Building Control structural checks, and based on this South Tyneside Council now uses the service to undertake its structural checks, generating additional fee income for the service. The provision of this service will be reviewed on an annual basis.

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

All relevant risks for the Transport and Engineering Service have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the Development and Regeneration directorate's and the council's overall Risk Management Plans. Risks are reviewed and updated on a monthly basis. The service is also represented on the Development and Regeneration directorate's Risk Management Group.

In relation to maintaining the fabric of highways, the combined costs relating to construction, structural maintenance and environmental safety and routine maintenance is estimated at £27.31 per person for 2007/08, placing the council in the middle of the upper median in comparison to our nearest neighbours and metropolitan authorities. A five-year programme to reduce the backlog of maintenance, particularly in relation to Non Principal and Unclassified Roads and Footways began in 2003/04, supported by additional resources of £400,000 per annum. This has achieved increased satisfaction ratings in the 2006 Mori survey relating to road maintenance (up to 59% from 57%) and Footpath Maintenance (up to 61% from 51%). In addition this investment has seen a decrease in claims against the council for slips, trips and falls, subsequently leading to a decrease in public liability insurance to £0.78million in 2007/08 (£1.44million in 2004/05).

The Highway Maintenance service continues to benchmark itself against other authorities through the Barnsley Group. Results vary depending on the type of work undertaken, however Sunderland has the second lowest cost on two job types and the third costs on the third job type (valued at £25,000, £50,000 and £100,000) when priced against the other Neighbouring Authorities. The service will continue to benchmark and examine those areas where comparisons show significant differences.

The Authority is within the lower median range for spend against traffic management and road safety when compared against metropolitan districts and nearest neighbours. Performance in this area continues to improve with the number of people killed or seriously injured as a result of road traffic accidents (BVPI99ai) being 90 in 2006/07 (121 in 2004/05) and the number of people slightly injured as a result of road traffic accidents (BVPI99ci) being 1,011 in 2006/07 (1225 in 2004/05).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The Transport and Engineering Service provides advice and assistance in relation to transport and development to a range of partners including:
- Sunderland ARC
- Sunniside Partnership
- One NorthEast, and
- The Speed Camera Partnership.

Framework agreements with the engineering consultancies Jacobs and Faber Maunsell have completed the first year of operation of a two-year agreement to provide consultancy services for the Transportation and Engineering functions. There is an option to extend this for a further two years.

A joint Tyne and Wear Rights of Way Improvement Plan has been developed and submitted to Cabinet for approval. The plan will be implemented during the course of the year.

The Local Transport Plan (LTP) is a long-term vision for the development of transport systems. It is an essential element of the Government's policy to improve transport nation-wide, in particular walking, cycling and public transport. The LTP is a joint plan, prepared by the five local authorities, Gateshead, Newcastle, North Tyneside, South Tyneside, Sunderland as well as the Passenger Transport Executive and Nexus. It is also used to bid for Government funds to invest in local transport between 2006 and 2011.

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 99a (i)	Number of people killed or seriously injured (KSI) in road traffic collisions	97	98	90	Yes	108	100
BVPI 99a (ii)	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year	-19.8%	0%	-7.20%	Yes	20%	-7.4%
BVPI 99a (iii)	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	-40.1%	-39.9%	-44.8%	Yes	-33.7%	-38.7%
BVPI 99b (i)	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions	25	24	21	Yes	24	23
BVPI 99b (ii)	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year	-26.5%	-4%	-16%	There are a number of variable factors that contribute to road accident statistics, of which only a few are controlled by the council. A programme of local road safety schemes, traffic calming measures and road safety training are in place which are targeted at accident hotspots	14.3%	-4.2%
BVPI 99b (iii)	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average	-45.7%	-47.8%	-54.3%	Yes	-47.8%	-50%
BVPI 99c (i)	Road accident casualties all people slightly injured	1139	1083	1011	Yes	910	910
BVPI 99c (ii)	Road accident casualties all people slightly injured - percentage change over previous year	-7%	-5%	-11.2%	Yes	-10%	0%
BVPI 99c (iii)	Road accident casualties all people slightly injured - percentage change over the 1004-98 average	-4.4%	-9.1%	-15.2%	Yes	-23.7%	-23.7%
BVPI 100	Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by road works per km of traffic sensitive road	12.2 days	5.5 days	6.4 days	No - due to extended roadwork's on the Queen Alexandra Bridge	0 days	0 days

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 103	Satisfaction with passenger transport information	57%	57%	52%	n/a The national indicator is a PTA one not LA	3 years	3 years
BVPI 104	Satisfaction with bus services	61%	61%	62%	Yes	3 years	3 years
BVPI 165	The percentage of pedestrian crossings with facilities for disabled people as a proportion of all crossings in the local authority area	32.7%	50%	60%	Yes	90%	90%
BVPI 178	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	72.1%	75%	66.9%	No - as the sample size is small, the results are skewed by 2 paths being obstructed	77.5%	78.5%
BVPI 187	Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered	5%	8%	16%	No - a different 50% of the network was surveyed and cannot compare directly year to year	9%	8.5%
BVPI 215a	The average number of days taken to repair a street lighting fault which is under the control of the local authority	5 days	7 days	6.01 days	Yes	7 days	7 days
BVPI 215b	The average time taken to repair a street lighting fault where response time is under the control of a DNO	26.68 days	35 days	32.21 days	Yes	35 days	35 days
BVPI 223	Percentage of the local authority principal road network where structural maintenance should be considered	11.65%	11.7%	5.43%	Yes	5%	4.8%
BVPI 224a	Percentage of the non-principal classified road network where maintenance should be considered	16.04%	15.7%	8.29%	Yes	8%	7.8%
BVPI 224b	Percentage of the unclassified road network where structural maintenance should be considered	7.26%	10%	6.08%	Yes	6%	6%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Increase the level of children/young persons use of sustainable modes of transport	Implement the provisions and actions of the Sustainable School Transport Strategy (SSTS)	Continue to implement the provisions and actions of the SSTS	Continue to implement the provisions and actions of the SSTS	Achieve significant increase in Sustainable Travel	SP7	5	TPRSM

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve Road Safety of children/young persons	Continue to assist schools in the preparation of their School Travel Plan (STP) with the aim to have 50 plans completed	Continue to assist schools in the preparation of their STP with the aim to have 90 plans completed	Continue to assist schools in the preparation of their STP with the aim for all 119 schools to have plans by the end of 2010	Reduce child deaths and serious injuries by 50%, from the 1994/1998, average by the end of 2010	SP7	5	TPRSM
	Provide Safer Routes to School in accordance with the SSTS	Provide Safer Routes to School in accordance with the SSTS	Provide Safer Routes to School in accordance with the SSTS	Assist in achieving the Stay Safe and Be Healthy outcomes of Every Child Matters			
	Aim to provide 100% of eligible school children with training/ education in: - Cycling - Walking - General road safety	Aim to provide 100% of eligible school children with training/ education in: - Cycling - Walking - General road safety	Aim to provide 100% of eligible school children with training/ education in: - Cycling - Walking - General road safety	By 2011, the service will achieve: i) 40% reduction in all KSI from the 1994-1998 average to 2010 ii) 20% reduction in all KSI from the 2002-2004 average to the 2009-2011 average iii) 50% reduction in child KSI from the 1994-1998 average to 2010 iv) 25% reduction in child KSI from the 2002-2004 average to the 2009-2011 average v) 5% reduction in slight casualties from base line figure to the end of 2010			
	Continue to provide a School Crossing Patrol Service to comply with national guidelines	Continue to provide a School Crossing Patrol Service to comply with national guidelines	Continue to provide School Crossing Patrol Service to comply with national guidelines				
	Monitor and review with the street lighting service provider the requirement to replace or improve street lighting across the city	Monitor and review with the street lighting service provider the requirement to replace or improve street lighting	Monitor and review with the street lighting service provider the requirement to replace or improve street lighting				
	Undertake a comprehensive review of speed limits, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents	Continue to monitor the effect of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents	Continue to monitor the effect of speed limit changes, looking at residential areas, shopping streets and roads that exhibit high levels of speed related accidents	Achieve reduction in speed related accidents			

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Manage levels of congestion on the highway and improve accessibility	Progress the development of further travel plans by working with employers In the city	Progress the development of further travel plans by working with employers in the city	Progress the development of further travel plans by working with employers in the city	Reduced congestion and car usage and reduced adverse environmental impacts associated with traffic and encourage use of public transport, cycling and walking in accordance with Local Transport Plan (LTP) targets	SP7	5	TM
	Promote the Sunderland Strategic Transport Corridor (SSTC) Purchase land and property to facilitate the delivery of the SSTC	Promote and implement SSTC Scheme Purchase land and property to facilitate the delivery of the SSTC	Implement SSTC	Development of new roads and a new River Wear bridge to help the movement of cross river traffic and better connect the city centre and key riverside development sites with the A19 Improve traffic flow with the aim to keep congestion to a 7% growth rate up to 2011 which is the end of the Local Transport Plan (LTP) period			TM
	Seek to commence work on the Central Route	Continue work on the Central Route	Continue work on the Central Route	Construction of a by-pass for Fencehouses and Newbottle and will remove much of the through traffic and improve access to industry and employment			TM

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Examine a permit scheme and Section 74 proposals as required by the Traffic Management Act (TMA)	Continue the implementation of the TMA	Continue the implementation of the TMA	Better co-ordination and management of works on the highway which will reduce disruption and congestion on the city's roads			HM
	Ensure robust management of Traffic Regulation Orders (TROs) is in place via the creation of a TRO team, full audit of existing TROs and development of procedures			An appropriate system will be in place to manage TRO's, which will improve the council's ability to enforce and defend appeals			TPRSM
	Update signage and road markings relating to TROs	Update/ maintain signage and road markings relating to TROs	Update/ maintain signage and road markings relating to TROs	Updated signage and road markings will provide more clarity for residents for parking			HM
	Develop and implement a system to comply with information management requirements of the Traffic Management Act (TMA)	Project completed by implementation of modules, purchase of handhelds and staff training		Fulfil statutory duties by compliance with the Traffic Management Act			
	Implement a Resident Parking Zone (RPZ) Pilot and analyse findings to inform future RPZ development	Implement the findings of the RPZ Pilot	Implement the findings of the RPZ Pilot	Improve parking and traffic flow and reduce congestion due to implementation of parking measures. Increased resident satisfaction			TPRSM

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Maintain and improve the city's infrastructure	Implement the Highway Asset Management Plan (HAMP)	Implement the HAMP	Implement the HAMP	Funds will be directed to areas of greatest need i.e. highway and footpath maintenance. Satisfaction levels will be obtained from MORI surveys	SP7	5	HM
	Deliver the highway maintenance programme	Deliver the highway maintenance programme	Deliver the highway maintenance programme	Improve condition and maintain the highway in a safe and serviceable condition			HM
	Deliver the bridge maintenance programme	Deliver the bridge maintenance programme	Deliver the bridge maintenance programme	Improve condition and maintain highway structures in a safe and serviceable condition			SNWM
	Undertake an investigation of the condition of structures at the river's edge and develop an action plan	Implement action plan	Implement action plan	The river's edge will be maintained in a serviceable condition			SNM

TRANSPORT AND ENGINEERING

FINANCIAL

TRANSPORT, PLANNING, POLICY AND STRATEGY

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	730,215	710,665	713,760	Employees	808,585
2	7,896	4,157	4,031	Transport	4,157
3	13,840	41,696	41,696	Supplies and Services	41,696
4	1,164	1,793	1,793	Agency and Contracted Services	1,792
5	149,722	165,762	165,762	Civil Contingencies	168,340
6	1,315	0	0	Delegated Budget c/fwd	0
	904,152	924,073	927,042		1,024,570
				Less Income	
7	319,602	336,565	336,565	Income	402,498
8	53,133	0	0	Delegated Budget b/fwd	0
	372,735	336,565	336,565		402,498
	531,417	587,508	590,477	**Delegated Budget**	622,072
				Non-Delegated Items	
9	25,009	17,644	22,015	Employees - FRS17 pensions adjustment	32,465
10	130,850	136,837	136,837	Central Support Service Recharges	191,409
11	224,512	227,982	225,865	Departmental Administration	244,468
12	459,212	434,650	726,585	Asset Charges	726,585
	839,583	817,113	1,111,302	**Non-Delegated Budget**	1,194,927
	1,371,000	1,404,621	1,701,779	**TOTAL BUDGET**	1,816,999
	19.2	19.2	19.2	**Total No. of Staff**	22.2

Responsible Budget Holders
Head of Transport and Engineering
Transportation Manager

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

TRAFFIC, PARKING AND ROAD SAFETY

The 2008/09 estimate provides for the newly created Traffic Regulation Orders team.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,234,139	1,090,243	1,093,526	Employees	1,199,782
2	9,369	7,076	6,939	Transport	7,076
3	69,367	78,768	78,656	Supplies and Services	85,284
4	238,544	213,232	213,232	Joint Engineering Function	223,310
5	0	0	92,498	Contribution to Parking Services	272,038
	1,551,419	1,389,319	1,484,851		1,787,490
				Less Income	
6	450,812	411,336	411,336	Income	423,983
7	62,450	80,895	0	Contribution from Parking Services	0
8	80,000	0	0	Delegated Budget b/fwd	0
	593,262	492,231	411,336		423,983
	958,157	897,088	1,073,515	**Delegated Budget**	1,363,507
				Non-Delegated Items	
9	31,881	23,445	29,253	Employees - FRS17 pensions adjustment	43,660
10	153,797	171,902	171,902	Central Support Service Recharges	238,742
11	162,864	119,841	116,877	Departmental Administration	146,423
12	1,083,592	1,083,592	1,248,349	Asset Charges	1,248,349
	1,432,134	1,398,780	1,566,381	**Non-Delegated Budget**	1,677,174
	2,390,291	2,295,868	2,639,896	**TOTAL BUDGET**	3,040,681
	58.3	53.1	53.1	**Total No. of Staff**	58.9

Responsible Budget Holders
Head of Transport and Engineering
Traffic, Parking and Road Safety Manager

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

HIGHWAY MAINTENANCE

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,016,344	1,103,327	1,107,410	Employees	1,118,930
2	9,881	10,381	10,183	Transport	10,381
3	97,541	9,107	8,175	Supplies and Services	9,194
4	115,942	107,084	107,084	Materials Testing Laboratory	109,761
5	1,115,444	777,975	777,975	Public Liability Insurance	602,023
6	3,583,076	3,129,765	3,121,765	Highways Structural and Routine Maintenance	3,120,731
7	2,454,109	2,532,363	2,194,923	Energy - Street Lighting	2,194,693
8	3,917,092	4,646,770	4,458,000	Street Lighting PFI	5,038,864
9	905,581	0	262,261	Transfer to PFI Smoothing Reserve	0
	13,215,010	12,316,772	12,047,776		12,204,577
				Less Income	
10	2,185,218	2,185,218	2,185,218	PFI grant	2,185,218
11	413,366	200,000	300,000	Interest on PFI Reserve	298,000
12	0	34,509	0	Transfer from PFI Smoothing Reserve	51,889
13	611,244	620,335	620,335	Income	621,067
14	84,822	0	0	Delegated Budget b/fwd	0
	3,294,650	3,040,062	3,105,553		3,156,174
	9,920,360	9,276,710	8,942,223	**Delegated Budget**	9,048,403
				Non-Delegated Items	
15	47,408	36,608	43,775	Employees - FRS17 pensions adjustment	48,122
16	225,174	225,310	225,310	Central Support Service Recharges	223,121
17	176,101	142,998	139,462	Departmental Administration	130,040
18	483,358	483,359	711,710	Asset Charges	711,710
19	2,342	0	0	Revenue Contribution to Capital	0
	934,383	888,275	1,120,257		1,112,993
20	61,389	61,389	61,389	Less Income	63,231
	872,994	826,886	1,058,868	**Non-Delegated Budget**	1,049,762
	10,793,354	10,103,596	10,001,091	**TOTAL BUDGET**	10,098,165
	39.0	38.0	38.0	**Total No. of Staff**	38.0

Responsible Budget Holders
Head of Transport and Engineering
Highway Maintenance Manager

PLANNING AND TRANSPORTATION

TRANSPORT AND ENGINEERING

STRUCTURES AND NEW WORKS

This section provides for the cost of providing engineering services associated with Bridge Maintenance, Coastal Maintenance and New Works. The estimate for 2008/09 reflects the reduction in costs and fee income following the completion of the Southern Radial Route.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	861,700	999,304	999,843	Employees	701,117
2	3,002	145,764	145,764	Coastal Maintenance	145,764
3	6,719	4,823	4,654	Transport	3,023
4	10,721	0	0	Supplies and Services	0
5	137,380	0	0	Delegated Budget c/fwd	0
	1,019,522	1,149,891	1,150,261		849,904
				Less Income	
6	944,812	1,000,846	1,000,846	Income	696,943
7	49,127	0	0	Delegated Budget b/fwd	0
	993,939	1,000,846	1,000,846		696,943
	25,583	149,045	149,415	**Delegated Budget**	152,961
				Non-Delegated Items	
8	38,063	18,174	24,579	Employees - FRS17 pensions adjustment	42,723
9	94,797	80,420	80,420	Central Support Service Recharges	105,618
10	127,226	79,905	77,929	Departmental Administration	94,664
11	378,392	378,392	103,730	Asset Charges	103,731
	638,478	556,891	286,658	**Non-Delegated Budget**	346,736
	664,061	705,936	436,073	**TOTAL BUDGET**	499,697
	25.6	28.6	28.6	**Total No. of Staff**	19.8

Responsible Budget Holders
Head of Transport and Engineering
Structures and New Works Manager
Contracts Manager

FURTHER INFORMATION

For further information about the service please see the Transport and Engineering Service Plan or contact Burney Johnson, Head of Transport and Engineering Tel: (0191) 553 1503, email: burney.johnson@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide high quality administrative, personnel, financial and performance development support to all sections within the Development and Regeneration directorate. To achieve this aim, the service:

- Provides administrative, financial, human resources and performance management support
- Provides training and sickness monitoring systems
- Develops, maintains and monitors financial systems for the Development and Regeneration directorate in line with best practice guidelines
- Provides performance management and monitoring support for the Development and Regeneration directorate
- Ensures adequate communication and marketing systems exist
- Ensures that a co-ordinated approach to Information Technology development is achieved
- Supports Development and Regeneration directorate health and safety, business continuity and risk management planning.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Attendance Management Action Plan has been developed to build upon the successful results of 2006/07. In 2006/07 the Development and Regeneration directorate had a lower rate of sickness than any other directorate in the council and lower than that of any other council in the northern region. The plan aims to address the barriers to further improvement, which will enable the directorate to meets its corporate target of 9.0 days sickness absence per employee. In 2008/09 the service will endeavour to develop and deliver refresher training for managers to reinforce their role in the attendance management process. The service will also continue to provide proactive support and timely interventions to improve employee's attendance at work and establish individual targets for service areas.

Corporate equalities e-training will be rolled out during the course of the next 12 months and it will be closely monitored to ensure maximum take up.

The Development and Regeneration directorate has a Communication Liaison Group, which meets on a regular basis to discuss general issues and is facilitated by the Marketing and Communications Team. This information is then fed back to the Directorate Management Team for appropriate action and response. The group is made up from a range of staff from all of the services within the directorate, all with varying levels of responsibility. The Communication Liaison function will continue to facilitate planning around key directorate communications functions.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

An Employee Attitude Survey took place in autumn 2007 to assess the psychological health and job satisfaction of employees and attitudes of the council as an employer. An Employee Stress Survey was sent out to all employees in October 2007. Once the results of both surveys are known, an action plan will be formulated to address any issues.

Managers attend the council's Senior Management Team and are invited to the strategic change meetings where they have an opportunity to contribute to the change agenda. The Head of Resources attends corporate Policy and Performance Development Group meetings where strategic change is the main agenda. The service will address any development needs identified by the corporate appraisal process. A programme of management training and development will continue via the regular Managers' Forums and Breakfast Briefings. Managers also participate in the council's Leadership Programme and the Chief Executive's Strategic Change Programme.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

During the course of 2008/09, a Performance Clinic will be introduced for Support Services to ensure that performance is monitored on a monthly basis and that any issues can be addressed and action plans introduced. Any actions from audits relating to the service will also be incorporated into the Clinic to ensure that they are implemented.

BVPIs for the Portfolio are monitored on a quarterly basis and full audits are carried out annually. An in-depth audit programme undertaken by the Performance and Development Team has ensured that the Audit Commission qualified no BVPIs this year. The Team will continue to monitor BVPI's to identify any slippages against targets and for data quality purposes.

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

All relevant risks for Support Services have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the Development and Regeneration directorate and the council's overall Risk Management Plan. Risks are reviewed and updated on a monthly basis. The service is also represented on the Development and Regeneration directorate's Risk Management Group.

The service has a unique approach to Attendance Management and managing long-term sickness. This support includes monthly case-conferences with an Occupation Health Unit physician to discuss long-term sickness absences. This will continue and to date this support has achieved a reduction in sickness levels across the Development and Regeneration directorate.

The 2008/09 budget has been set taking account of 'back office' efficiency savings of £15,000 arising from a review of staffing structures within support services.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Services in the Development and Regeneration directorate recognise that quality management accreditation assists greatly in the way their business functions perform, and it is also useful when marketing the services. The Performance and Development Team works with services to help maintain their ISO: 9001 Quality Management System (QMS) and Chartermark accreditations. Currently, Quality Management Systems are in place in the Property Services, Building Control, Development Control and Port of Sunderland services within the Development and Regeneration directorate. The Team carry out internal audits, facilitate management reviews of the QMS and also facilitate surveillance visits from accreditation bodies, which include Lloyds Register Quality Assurance and the British Standards Institute. Building Control has Chartermark accreditation, which they will extend to include Development Control at the next assessment.

The Development and Regeneration directorate is keen to recognise the performance of staff and service areas, and actively encourages teams to submit entries for external awards. The Performance and Development Team is represented on the Corporate Awards Group, which meets on a monthly basis to discuss new and existing external awards. The Team then cascades this information to services and provides advice to services on which awards to enter. The Team also write any award submissions on behalf of the service area.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
Op1	% of members correspondence responded to within 5 days	98%	98%	100%	Yes	98%	98%
Op3	Value of positive press releases achieved	£212,500	£400,000	PI Removed			
Op7	% of services receiving budgetary information on a monthly basis	100%	100%	100%	Yes	100%	100%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve ways in which the Directorate manages its electronic and paper-based information systems	Introduction of e-Market system with office supplies and stationery bought on-line, automatically procured to 'best-buy'	Further development to include other services	Project complete- e-market system fully implemented	Resources are focused on the council's main priorities and less effective spending is minimised	CIO3		SUSM FM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Continue to implement the Information Governance Strategy	Monitor Development and Regeneration directorate's performance against Information Governance Strategy	Continue to monitor Development and Regeneration directorate's performance against Information Governance Strategy	Compliance with Information Governance programme and Freedom of Information Act (2000)			SUSM PDM
Improve directorate communications	Review and improve directorate website content	Continue to monitor and review website content	Continue to monitor and review website content	Improved awareness of directorate issues and achievements, staff will be provided the most relevant and current information available	CIO3 CIO4		SUSM PDM
Assist services in the directorate to improve efficiency	Work with Transport and Engineering service to implement Traffic Management Act (TMA)	Work with Transport and Engineering service to implement TMA	Project complete - appropriate components of the Act implemented	Compliance with legislation and prevention of intervention by Secretary of State	CIO3		SUSM PDM
	Assist in the business process re-engineering of Traffic, Parking and Road Safety	Assist in the business process re-engineering of Traffic, Parking and Road Safety	Business process re-engineering complete	Improvements in traffic flow throughout the city			
	Work with services to address critical performance or information quality issues	Work with services to address critical performance or information quality issues	Work with services to address critical performance or information quality issues	Increase in effective service delivery, improved customer response times more local and national PI targets will be achieved			
				Issues in performance can be identified immediately and action plans implemented to prevent loss of service delivery			

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Attendance Management	Introduce SAP manager's 'Self Service' system for sickness monitoring	Support to managers	Support to managers	Improved employee attendance, leading to better and more efficient services to residents	CIO2 CIO3		SUSM HRM
	Implement improvements to Attendance Management Action Plan	Implement improvements to Attendance Management Action Plan in line with corporate targets	Implement improvements to Attendance Management Action Plan in line with corporate targets				
	Assess the outcomes of the Stress Survey and create action plan	Undertake further research as necessary to monitor		Improved employee psychological health and well being, leading to better attendance and more efficient services to residents			

PLANNING AND TRANSPORTATION

SUPPORT SERVICES

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,582,762	1,415,974	1,398,763	Employees	1,409,506
2	10,652	9,296	9,296	Transport	11,608
3	266,721	259,652	229,642	Supplies and Services	193,840
4	303,933	0	0	Delegated Budget c/fwd	0
	2,164,068	1,684,922	1,637,701		1,614,954
				Less Income	
5	85,642	74,029	59,023	Income	77,509
6	117,198	129,650	138,650	Recharge to SIB	131,645
7	377,638	0	0	Delegated Budget b/fwd	0
	580,478	203,679	197,673		209,154
	1,583,590	1,481,243	1,440,028	**Delegated Budget**	1,405,800
				Non-Delegated Items	
8	55,600	41,810	46,378	Employees - FRS17 pensions adjustment	62,207
9	233,650	246,780	246,780	Central Support Service Recharges	369,529
10	9,115	9,115	20,675	Asset Charges	20,675
11	115,604	0	0	Revenue Contributions to Capital	0
	413,969	297,705	313,833		452,411
12	2,047,756	1,778,948	1,753,861	Less Income	1,858,211
	(1,633,787)	(1,481,243)	(1,440,028)	**Non-Delegated Budget**	(1,405,800)
	(50,197)	0	0	**TOTAL BUDGET**	0
	43.0	37.5	36.5	**Total No. of Staff**	34.8

Responsible Budget Holder
Head of Resources

FURTHER INFORMATION
For further information about the service please see the Support Services Service Plan or contact Hilary Phillips, Head of Resources on Tel: (0191) 553 1505, email: hilary.phillips@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

CONTRIBUTION TO TRADING SERVICES

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
1	102,758	170,407	174,195	Contribution to Building Control	195,626
2	1,038,974	912,551	437,559	Contribution to Port of Sunderland	314,404
	1,141,732	1,082,958	611,754	**TOTAL BUDGET**	510,030

TRADING SERVICE ARRANGEMENTS
The following pages set out the detail of the trading services budgets operated by Planning and Transportation.

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering; details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:
- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:
- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
  - a contribution to the Main Service budget as a result of generating a surplus or
  - a contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - BUILDING CONTROL

SERVICE ROLES AND RESPONSIBILITIES

Service Roles and Responsibilities for Building Control are outlined within Planning and Environment (Page 354).

FINANCIAL

Under legislation contained within the Building (Local Authority Charges) Regulations 1998, local authority building control units are required to recover the costs incurred in the provision of building regulation charge earning work. The accounting is over a rolling 3 year period to acknowledge the cyclical nature of building construction. The system is monitored and assessed under guidelines drawn up by The Chartered Institute of Public Finance and Accountancy, (CIPFA). The table below includes both chargeable and non-chargeable fee earning work.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	644,799	643,443	646,410	Employees	675,024
2	13,558	9,585	9,311	Transport	9,585
3	59,675	60,917	60,917	Supplies and Services	58,917
4	38,880	30,000	30,000	Agency and Contracted Services	30,750
	756,912	743,945	746,638		774,276
				Less Income	
5	682,509	817,246	817,246	Income	832,355
6	131,853	0	0	Delegated Budget b/fwd	0
	814,362	817,246	817,246		832,355
	(57,450)	(73,301)	(70,608)	**Delegated Budget**	(58,079)
				Non-Delegated Items	
7	25,597	16,080	20,064	Employees - FRS17 pensions adjustment	27,818
8	68,743	110,828	110,828	Central Support Recharges	111,791
9	65,868	116,800	113,911	Departmental Administration	114,096
	160,208	243,708	244,803	**Non-Delegated Budget**	253,705
	102,758	170,407	174,195	**Deficit of Trading Activity**	195,626
	(102,758)	(170,407)	(174,195)	**Contribution from Main Service Budget**	(195,626)
	18.0	19.0	19.0	**Total No. of Staff**	20.5

Responsible Budget Holders
Head of Planning and Environment
Development Manager

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - PORT OF SUNDERLAND

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to fulfil its statutory duties, meet the council's financial targets, and stimulate economic growth by bringing new business to the area. To achieve this aim, the service:

- Discharges its duties as a Statutory Harbour Authority in accordance with the Sunderland Corporation Act 1972 and other harbour legislation
- Under the provisions of the Pilotage Act 1987, provides pilotage and related services
- Provides a full stevedoring, warehousing and distribution service for businesses wishing to use the Port
- Maintains the Port infrastructure and manages a commercial tenanted estate
- Actively promotes the Port within the business and leisure community
- Retains the existing customer base, identifies new business opportunities and converts these to income streams, and
- Promotes regeneration of land within the Port estate that is surplus to operational requirements.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Regular contact with customers, agents and hauliers is maintained by Port staff as part of day-to-day business operations. This ensures that customer requirements are fully understood and are incorporated into the business processes. It is proposed to send out customer satisfaction surveys to customers, agents and shipping lines during 2008. Follow up work is underway with customers who have not traded with the Port in recent times.

A Biometric Fingerprint Entry System is to be installed at the Port's Barrack Street entrance. This will greatly enhance the level of security and also improve speed of access and egress for customers and tenants.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Refresher training for the renewal of licences such as, first aid, sea survival and VHF radio training for new cutter crew and regular refresher training of operational skills will be carried out on an ongoing basis to comply with health and safety requirements.

For health and safety reasons the Port Control tower is now being relocated onto the ground floor of the Port Control building. This will provide a more up to date facility, which will include radar equipment, and an improved working environment. South Tyneside College are developing a training course for the Vessel Traffic Services Officers.

Managers are still participating in the council's Leadership Programme, and the Chief Executive's Strategic Change Programme.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

Port activity will be prioritised through the business plan, which will lead to more effective use of resources. Financial performance indicators are being considered for introduction as part of this business plan to enable the Port to measure its performance in areas such as return on capital invested and productivity.

A framework agreement is in place with a haulage contactor, enabling the Port to offer competitive rates for haulage of cargo to UK wide destinations and to provide a one-stop-shop service for its customers.

All relevant risks for the Port have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the Development and Regeneration directorate and the council's overall Risk Management Plan. Risks are reviewed and updated on a monthly basis. The service is also represented on the Development and Regeneration directorate's Risk Management Group.

The significant improvement in the Port's financial performance, arising from the award of new contracts, has contributed efficiency savings of £178,000 in 2006/07 and forecast efficiencies of £500,000 in 2007/08. The Port continues to seek additional business, including follow up work with customers who have not traded with the Port in recent times. This has resulted in increased prospects of return business.

TRADING OPERATIONS - PORT OF SUNDERLAND

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Negotiations are ongoing to procure a business partner for the Port with the aim of ensuring long term commercial sustainability. Options will be considered in relation to new governance arrangements.

PERFORMANCE INDICATORS
The service does not report against any performance indicators.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Secure new business opportunity for the Port of Sunderland	Implement business plan for the Port and progress business opportunities	Implement business plan for the Port and progress business opportunities	Implement business plan for the Port and progress business opportunities	Improved trading position of the Port and new employment opportunities secured	SP1	1	HLP
	Undertake Port infrastructure improvements	Undertake infrastructure improvements	Undertake infrastructure improvements	Maximise income and maintain an operating profit			
	Identify new market opportunities that will be attracted to the Port's strengths and unique selling points	Identify new market opportunities that will be attracted to the Port's strengths and unique selling points	Identify new market opportunities that will be attracted to the Port's strengths and unique selling points	Increased revenue and job creation			
	Rationalise the Port estate to maximise developable land	Rationalise the Port estate to maximise developable land	Rationalise the Port estate to maximise developable land				

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - PORT OF SUNDERLAND

FINANCIAL

The budget for 2008/09 reflects improved trading conditions.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	1,464,263	1,430,861	1,666,388	Employees	1,568,583
2	544,920	569,195	558,195	Premises	554,690
3	212,129	134,737	681,763	Transport	764,737
4	307,185	297,753	297,745	Supplies and Services	301,639
5	149,174	9,456	11,891	Agency and Contracted Services	9,692
6	200,000	0	0	Transfer to Reserve	0
	2,877,671	2,442,002	3,215,982		3,199,341
7	2,515,915	1,969,633	3,226,279	Less Income	3,317,956
	361,756	472,369	(10,297)	**Delegated Budget**	(118,615)
				Non-Delegated Items	
8	31,665	29,382	36,661	Employees - FRS17 pensions adjustment	56,494
9	73,677	46,809	45,651	Departmental Administration	61,045
10	92,494	121,249	121,249	Central Support Recharges	134,934
11	479,382	242,742	244,295	Asset Charges/Deferred Charges	180,546
	677,218	440,182	447,856	**Non-Delegated Budget**	433,019
	1,038,974	912,551	437,559	**Deficit of Trading Activity**	314,404
	(1,038,974)	(912,551)	(437,559)	**Contribution from Main Service Budget**	(314,404)
	42.0	42.0	45.0	**Total No. of Staff**	45.0

Responsible Budget Holders
Head of Land and Property
Port Manager

FURTHER INFORMATION

For further information about the service please see the Port of Sunderland Service Plan or contact Colin Clark, Head of Land and Property on Tel: (0191) 561 2675, email: colin.clark@sunderland.gov.uk.

PLANNING AND TRANSPORTATION

TRADING OPERATIONS - PARKING

SERVICE ROLES AND RESPONSIBILITIES
Service Roles and Responsibilities for Parking Services are outlined within Transport and Engineering (Page 365).

FINANCIAL
The 2008/09 budget and 2007/08 revised budget reflects the Decriminalised Parking Enforcement service being provided in-house with effect from 1st December 2007.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	175,760	181,431	272,547	Employees	684,462
2	494,344	572,762	576,619	Premises	614,794
3	127	900	773	Transport	10,900
4	1,427,721	1,472,829	1,382,829	Supplies and Services	1,189,047
5	122,226	0	0	Delegated Budget c/fwd	0
	2,220,178	2,227,922	2,232,768		2,499,203
				Less Income	
6	2,421,898	2,676,104	2,504,104	Income	2,676,504
7	171,000	0	0	Delegated Budget b/fwd	0
	2,592,898	2,676,104	2,504,104		2,676,504
	(372,720)	(448,182)	(271,336)	**Delegated Budget**	(177,301)
				Non-Delegated Items	
8	8,604	4,822	6,016	Employees - FRS17 pensions adjustment	26,931
9	76,664	74,496	72,028	Central Support Recharges	113,826
10	36,812	99,779	99,779	Departmental Administration	122,571
11	188,190	188,190	186,011	Asset Charges	186,011
	310,270	367,287	363,834	**Non-Delegated Budget**	449,339
	(62,450)	(80,895)	92,498	**Deficit/(Surplus) of Trading Activity**	272,038
	62,450	80,895	(92,498)	**Contribution to/(from) Main Service Budget**	(272,038)
	7.0	7.0	10.0	**Total No. of Staff**	30.0

Responsible Budget Holders
Head of Transport and Engineering
Traffic, Parking and Road Safety Manager

ROLES AND RESPONSIBILITIES

The Housing and Public Health Portfolio has the primary aim of providing a strategic overview and delivery on all housing matters for the city with a view to improving the quality, choice and range of housing in the city in sustainable and safe neighbourhoods and to ensure that future housing needs for the city can be met so that communities are prosperous, safe, strong, inclusive and sustainable. In delivering this aim, the Portfolio:

- Ensures the Strategic Housing function plays a key role in delivering social, economic and physical regeneration within the city
- Contributes to the continuous development of sustainable and appropriate advice and support to meet the diverse needs of the citizens of Sunderland and the region
- Forges strong and effective partnerships across the city, sub-region and region to enable the delivery of the council's housing priorities
- Ensures the development of the choice and quality of homes, together with a high standard of decent housing, which is managed in a safe, secure and sustainable communities and environments
- Helps the city provide a balanced housing market (in terms of the range, tenure and number of properties) to meet demand from residents and potential residents
- Enables those in need of support to maintain their independence in their chosen home for the foreseeable future by supporting people throughout the repair, adaptation or improvement process
- Provides advice, guidance and support to help residents find accommodation and prevent homelessness
- Provides support and accommodation to asylum seekers under dispersed Government contracts
- Delivers the council's statutory duties in respect of housing standards and health protection
- Tackles anti-social behaviour in the private housing sector.

In addition to housing related services and Registrars Service, the Portfolio also includes environmental services such as Environmental Health, Trading Standards, Licensing, Commercial, Pest and Animal Control. The fundamental aims of environmental services are to protect, promote and enhance the health, safety and well being of both residents and visitors to the city as well as securing legal and proper business practices. These will be achieved through:

- Protecting the interests of consumers through a programme of risk assesses based inspections. Investigating areas of trade that prompt concern and prosecuting offenders where appropriate
- Implementing effective and targeted enforcement activities and educational initiatives
- Ensuring the air quality in Sunderland complies with Local Air Quality Management Standards (LAQMS) and that residents are free from statutory nuisances such as noise, smoke and odour
- Investigating and carrying out treatment for significant pests such as rats, mice, cockroaches, fleas and insects that can affect the health of the public
- Issuing a wide range of licences including hackney carriages, private hire vehicles, drivers and operators, animal health, public entertainment, street training, alcohol and gambling
- Deliver a Registration Service within the city, in accordance with statute and instructions laid down by the General Register Office (GRO).

PORTFOLIO CONTEXT

Statutory Context

The Portfolio is responding to the Government's aims for housing as laid out in **'Sustainable Communities: Building for the Future'**, the priorities detailed in the **North East Housing Strategy** (updated summer 2007) and the **Tyne and Wear Housing Strategy** (August 2007). Sustainable communities are places where people want to live and work, now and in the future. They should meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They should be safe and inclusive, well planned, designed, constructed and managed, and offer equality of opportunity and good services for all.

In 2007, the Government published the Green Paper **Homes for the Future: More Affordable, More Sustainable** which outlines proposals to increase housing supply, (especially of affordable housing units) and directs local authorities, towards new ways of working to improve choice and housing numbers in their area, by providing "more homes, cheaper homes, greener homes, and faster homes" (i.e. simplifying the planning system). Specifically the document states that; local authorities should facilitate the delivery of new housing, (which meets local needs) by bringing forward land for development and that they should build on their strategic role and utilise their planning powers.

The Portfolio's aims are consistent with Office of the Deputy Prime Minister's, (now Communities and Local Government (CLG)) 5-Year Plan, **'Homes for All'** (January 2005), which sets out the action the Government will take over the next five years to provide everyone with the opportunity of a decent, affordable home. These actions are reflected in the Housing Strategy for Sunderland, which details agreed housing aims and priorities for the city. **Homes for All** along with the **Sustainable Communities Act 2007: People, Places and Prosperity** form the next stage of the Sustainable Communities Plan.

HOUSING AND PUBLIC HEALTH

The Portfolio also operates within the context of the **Barker Review** (2004) on housing supply and the subsequent consultation paper **Housing and Planning in the Regions**, which resulted in the merger of Regional Housing Board and the North East Assembly. The Assembly also acts as the Regional Planning Body and is responsible for the developing Regional Spatial Strategy (RSS).

The RSS is the blueprint for future development in the North East. This strategy determines how much development will take place in the region between now and 2021. The RSS prioritises the delivery of economic prosperity, the creation of sustainable communities, the preservation and enhancement of the environment and improving transport connections within the region and to the rest of the UK and the world.

The Regional Housing Strategy (RHS), RSS and Regional Economic Strategy outline the strategic aims and priorities for housing in the northeast region and provide a framework for the development of housing solutions at a regional and sub-regional level linked to wider agendas including economic development, planning, regeneration, rural issues, health and community well-being. The North East Housing Board influences regional investment decisions by directing Single Housing Investment Pot (SHIP) spend across local authorities in order to deliver the objectives of the RHS. In July 2007, a Review of Sub-National Economic Development and Regeneration was published. This widens the debate around regional economic performance and places Regional Development Agencies at the heart of regional strategic decision-making. From 2008, regional housing funding and allocations will therefore be made upon commissioning priorities for the Tyne and Wear City region identified through the Regional Housing Board.

The Hills Review of Social Housing (2005) raises issues about the future of social housing with a view to developing sustainable communities. The document challenges councils to identify housing needs and access within an overall regional context and generating innovative approaches to securing funding to deliver these needs rather than depending upon Government funding. The review also highlights the need to move away from reliance on social housing to focussing on the development of the private sector housing market through an area management approach which will ensure that benefits derived from investment are sustained.

Place-Shaping: A Shared Ambition for the Future of Local Government (the Lyons inquiry into local government) was published in 2007. In relation to housing, the inquiry commented that patterns of housing development and mobility, the availability and condition of housing and the willingness of individuals and developers to invest in it are all important influences on, and reflections of, the health of communities. This applies to social housing as it does to privately rented and owner-occupied housing.

Within the **Housing Green Paper**, Local Housing Companies have been proposed as a way of increasing the number of affordable homes across the country. Local Housing Companies will be joint ventures between local authorities (providing land and planning consent) and English Partnerships (providing financial and technical assistance). The minimum standards of any development will be a minimum of 50% affordable homes, the development of homes that meet design and environmental performance standards, all homes constructed to meet Level 3 of the Code for Sustainable Homes and limits on the number of buy-to-let sales. Sunderland has been selected as one of the fourteen pilot sites for the Local Housing Companies.

The Department of Health's White Paper **Our Health, Our Care, Our Say** (2006) is a key driver for change for adult social and health care and wellbeing. The White Paper sets out the Government's vision for community health and social care over the next 15 years and sets out how services should improve the health, independence and wellbeing of individuals and provide care closer to people's home. There are clear links between these objectives and those of the housing functions within the Portfolio (e.g. health protection, improving housing in deprived areas).

The **Regulatory Reform Order** (2002) offers local authorities flexibility in offering financial services, Disabled Facilities Grants etc. At least part of the adaptation process in HIA is governed by the Department of Health's Fair Access to Care Standards, interpreted locally through the Council's Fair Access to Care Eligibility Criteria and its Statement of Purpose.

The **Supporting People Programme** is governed within the framework of the **Local Government Act 2001**. Supporting People is one of the Government's five key drivers in relation to reducing deprivation for both people and places. To achieve its aims, CLG has five clearly defined strategic priorities:
- Balancing housing supply and demand
- Delivering decent housing standards
- Tackling disadvantage
- Delivering better services
- Developing the regions.

HOUSING AND PUBLIC HEALTH

Within this framework CLG recently published the National Strategy **Independence and Opportunity** with some key considerations such as keeping people that need services at the heart of the programme, enhancing partnership with the Third Sector, delivering in the new local government landscape, increasing efficiency and reducing bureaucracy. For example, part of the changes mean that budgets will be allocated on a three-year basis, enabling the Portfolio to plan and manage its Supporting People Programme, and commissioning strategy, more effectively therefore reducing the administrative burden through better procurement arrangements.

The Government has set the target for the introduction of **Choice Based Lettings** by 2010, which will enable the public to have greater flexibility in the type and location of house they live in. In order to progress this, the council is participating in a fundamental service review with Gentoo, and is meeting with other councils in Tyne and Wear to consider the possibility of a sub-regional scheme prior to selecting a model to implement.

The Portfolio is responsible for delivering the council's duties in relation to homelessness, housing advice and housing allocations under the **Housing Act 1996** as amended by the **Homelessness Act 2002**. The Government has consulted on revising the definition of overcrowding for housing allocations. No firm proposal has been made yet, but the Portfolio will need to ensure that any change is responded to in its allocations scheme.

The Government introduced the **Respect Action Agenda** (2006) to address anti-social behaviour. The council recognises that good quality housing along with well-behaved tenants are key to ensuring the stability of housing markets in areas of deprivation. It is understood that anti-social behaviour from a minority of bad tenants can very quickly have an adverse impact on the quality of life of people living near to the perpetrators.

The **Environmental Protection Act 1990** requires the implementation of the Contaminated Land Strategy and the Air Quality Review and Assessment with the purpose of reducing detrimental effects on health. In addition to this act it is likely that the Food Standards Agency, the Environment Agency and the Health and Safety Commission will continue to develop their role in validating activities.

The **Environmental Permitting Programme (EPP)** is a joint Environment Agency, Department for Environment, Food and Rural Affairs (DEFRA) and Welsh Assembly Government initiative that will streamline the waste management, licensing and pollution prevention control regimes from April 2008. This focuses on streamlining and simplifying environmental permitting and compliance systems (e.g. the processes of obtaining, varying and transferring permits).

As part of the **Civil Contingencies Act 2004** the Portfolio will need to participate in the preparation of response plans to issues such as pandemic and avian influenza.

Requests made under the **Freedom of Information Act** continue to have an impact on the workload of officers.

The **Licensing Act 2003** is fully implemented, and has resulted in a significant increase in the Portfolios responsibilities and workload. The council is obliged to react to events occurring following individual licence issues such as transfer of licence, change of premises supervisors, requests for review of the licence by statutory agencies and local residents. Officers are pursuing an inspection programme to ensure premises operate in accordance to their licence. This work will continue throughout 2008/09. Officers continue to respond to requests in relation to public nuisance from licensed premises and have been instrumental in a number of reviews of licences.

The Portfolio introduced charges for selected pest control services in January 2008. Public Health significant pest control treatments remain a free service.

The **Gambling Act 2005** came fully into force in 2007/08 and involved the council issuing licences to traders previously licensed under the previous regime by virtue of 'grandfather rights' arrangements. Implementation of the Act has involved staff training, the creation of operational procedures and ICT provisions. There was also considerable trader consultation to raise awareness of the implementation of the Act. On an on-going basis the council is handling matters such as licence transfers, new applications and premises inspections. The demands on the Portfolio are expected to increase as the liberalising nature of the Gambling Act allows more businesses to enter the trade.

The **Unfair Commercial Practices Directive 2005,** which aims at clarifying consumer's rights and outlaws "sharp practices" throughout the EU, such as pressure selling, misleading marketing and unfair advertising as well as setting out rules on advertising to children, was due to be implemented in January 2008, however this date has been changed to April 2008. Training on the Directive was provided to Consumer Advice and Trading Standards personnel in December 2007. Advice to businesses on the implementation of the Directive will be ongoing.

A new National Indicator has been set relating to food premises that are 'broadly compliant" with food legislation. Although the parameters, which would indicate a level of compliance, have been recorded over several years this new indicator will necessitate changes in the reporting provision of our database and annual returns.

The **International Health Regulations** relating to Ship Sanitation Certificates came into force in November 2007, this will necessitate a higher level of officer intervention to ships visiting the Port of Sunderland.

The **Health and Safety at Work Act 1974** - Section 18 review is still under consideration (Revision 4). This could involve the setting up of Local Area Agreements, which could impact on the work of the enforcement sections. Through the Health and Safety Commission/Health and Safety Executive the Government continues to support the use of FIT3 (fit for work, fit for life, fit for tomorrow) as a tool to raise the awareness of particular subject areas, which are the main causes of injury and ill health at work. This will continue to influence enforcement and education activity within businesses in the city.

The **Regulatory Enforcement and Sanctions Bill** due to become an Act in 2008 will primarily implement the key recommendations in the
Hampton Review - reducing administrative burdens
Macrory Review - regulatory justice making sanctions effective
Government paper **Next Steps on Regulatory Reform**
The Act will influence how Environmental Health, Trading Standards and Licensing functions are carried out.

The recommendation in the **Peter Rogers Review** of national priorities for local authority regulatory services set out the following five national priorities:
1. Air Quality
2. Alcohol licensing
3. Hygiene in food businesses
4. Work related health problems
5. Fair Trading
With animal and public health being a time limited priority.

The Statistics and Registration Service Act 2007 contains provisions for Statutory Officers (Registrars and Superintendent Registrars) to become local authority employees. Up to 1 December 2007, statutory officers had never had an employer, their duties and responsibilities being contained within the Registration Acts and instructions from the Registrar General. From the 1 December 2007, the provisions of the 2007 Act removed their independent status and for the first time since 1837, affords statutory officers employment rights and protections that other employees enjoy. Steps to address this issue have been accommodated within the Service Delivery Plan submitted to the Registrar General, which also outlines how the council will deliver a registration service within the parameters of the new governance arrangements from 1 April 2008.

The Registration of Births, Deaths and Marriages (Amendment) Regulations 2007 allows a Superintendent Registrar to be appointed as a Deputy Registrar of Births and Deaths and also for the first time, allows the representative of the council's Proper Officer to be appointed as a Superintendent Registrar or a Registrar of Births and Deaths. This amendment allows greater flexibility in delivering a service where it can best meet customer demand.

Local Socio-Economic Change
Since 2001, the average house price in Sunderland has increased by 137% whilst salaries have risen by 20%. This highlights the issue of affordable housing, particularly for those yet to start on the property ladder or for those on lower levels of income who have aspirations to improve the standard of property they live in. In addition household costs have risen by 30% during the same period. In order to address these issues, the council will develop an Affordable Housing Strategy in 2008 on the basis of housing needs identified through the Local Housing Needs Assessment conducted in 2007.

Over the period 2000 to 2005, migration data indicates a consistent net out-flow of residents from Sunderland at an average of 1,160 people per year. Around one-third of out-migrants are moving to County Durham, in particular the adjacent districts of Durham City, Easington and Chester-le-Street. If the population continues to decline the city will be left with an increasingly ageing, dependent population as the younger more mobile sections of the community continue to move away. Furthermore, by 2029 it is predicted that there will be a 33% increase in the population aged 60 to 74 and 62% increase in those aged over 75.

Sunderland has substantial levels of deprivation relating to social and health problems amongst the population, with mortality rates, although improving, higher than many other areas in the country. 41 of Sunderland's 188 Super Output Areas ("sub-ward level") were among the most deprived 10% in England, whilst 40 were in the most deprived for income deprivation. There are also significant variations between wards in terms of both health and deprivation in Sunderland. Just less than one quarter of people aged 18 to 64 years reported a life-limiting condition in 2001 Census and there are projected to be increases in the number of people with more severe disabilities (particularly learning disabilities) over the next 15 years, because this group of people are living longer than ever before.

Sunderland also has a higher level of health and social care needs than the average for England. For example, it is estimated that around 40% of people aged 65 and over have problems with some aspects of daily living ('functional dependency'), compared to a figure of 30% for England, and projections suggest that, even assuming improving health outcomes for individuals, the level of functional dependencies amongst this population will increase by 28% to 22,400 older people by 2022, with increases in the number of particularly frail older people with more significant difficulties in daily living. Furthermore, Registered Social Landlord (RSL) housing stock across the city is ageing along with the population that resides within it.

Against the above backdrop, the council and city as a whole will need to ensure that all residents have a greater range of housing opportunities suitable for them, that current residents have reasons to stay and that Sunderland can attract new residents by creating an environment that offers economic, social and residential choice for everyone within the context of the Sunderland Strategy. Research (from the Housing Needs Survey in 2002) suggests that those people who leave the city will tend to belong to the higher socio-economic groups. Furthermore, changes in lifestyle and occupations within the city mean that not only are the health conditions that residents face changing, so are their expectations for themselves and their families. Whilst welcome, this poses issues around how houses will be modernised and adapted in the future to satisfy the care requirements of this ageing population against a backdrop of reducing capital funding.

The **Housing Needs Assessment** was undertaken to identify current and future housing needs and aspirations in the city across all housing tenures, with the aim of strengthening the council's understanding of the housing market and its relationship to the Tyne and Wear sub-region. The Assessment will also provide an updated understanding of the considerations that lead people to migrate from the city and also those factors, which attract others to re-locate here and to help address the population decline noted above. The results of the Assessment will be used as evidence to support capital and revenue funding applications for submissions primarily to CLG, the Housing Corporation and North East Housing Board to reduce housing inequalities and polarisation in the housing market, including informing affordable and social housing policies. This will help ensure that there is adequate housing for all residents in the city, including those that might be socially disadvantaged.

Homelessness due to mortgage re-possession and rent arrears in private rented accommodation has increased significantly and may indicate the possibility of a further increase. The council will seek to encourage lenders and landlords to put people in contact with the Portfolio's Housing Options team as soon as possible to help prevent homelessness.

There were 139 homeless households waiting to be re-housed in Sunderland at the end of September 2007. This compares with 191 in September 2006 including 16 households currently in temporary accommodation. Although the council makes significant use of private rented accommodation for re-housing, a sufficient supply of properties offered by RSLs is needed. Nomination arrangements with RSLs will be kept under review to ensure the needs of homeless and other households can be met.

The number of Asylum Seekers housed within the city, for which the Portfolio manages the dispersal contract arrangements, may increase due to world events which cannot be predicted, and the contract includes provision for failed asylum seekers remaining under the Immigration and Asylum Seekers Act 1999. Amongst the requirements of the new contract, there is a process for checking that properties to be procured by providers are suitable in terms of location and future planning arrangements e.g. not in re-development areas.

Socio-economic indicators show a wide range of circumstances, but a significant number of wards in Sunderland fall within the poorest group in England. Health indicators reflect low life expectancy high levels in these areas and higher than average incidences of Coronary Heart Disease are evident. In essence adults in Sunderland are dying prematurely from diseases that can be largely prevented. Greater numbers of people in Sunderland have poor health compared to the national population.

Air quality in Sunderland is generally good, however, there are areas that experience elevated concentrations under certain weather conditions. When the air is still air pollution will increase and it is then that effects upon health are possible. Typically in summer poor air quality is due to a build up of ozone, whilst in winter it is due to an increase in nitrogen dioxide. Elevated concentrations of particles can occur in both winter and summer. Work with the Tyne and Wear Transportation Planning Section to produce a Tyne and Wear Air Quality Action Plan is ongoing to ensure levels of pollution emitted by transport are controlled.

On the 1st July 2007 under the **Health Act 2006**, Smoke-free legislation was implemented, the legislation was introduced to protect employees and the public from the harmful effects of second-hand smoke. In Sunderland there are approximately 7,000 premises that were required to be smoke-free and funding enabled the temporary appointment of four smoke-free compliance officers to offer guidance and support leading up to, and following the implementation of the legislation.

Later licensing hours, the increase in the number of licensed premises and the impact of the Smoke-free Legislation, has led to an increase in noise complaints regarding people smoking outside. This increase has meant an increased demand on resources, both in fulfilling administrative duties and undertaking enforcement activities.

Following the introduction of a national helpline for consumers, Consumer Direct, in 2006 nearly 1,000 of the more complex cases have been referred by Consumer Direct to the Advice Team. These cases have required the section offering a more in-depth advice service and the provision of additional support to consumers seeking advice and assistance.

The number of births registered in Sunderland has risen year on year in the last five years by up to 5%, with an average of 155 additional births registered each year. With the exception of 2006/07, the number of deaths registered over the same period shows a decline of up to 6% each year, with an average 94 fewer deaths registered annually. A joint review has been undertaken with the General Register Office to ensure that the Sunderland remains adequately resourced to meet registration demands.

The number of marriages registered in Sunderland over the last twenty years has remained in decline year on year without exception, falling from 1,854 in 1987 to 891 in the year ended 31 March 2007. Significantly within that period, the percentage of civil marriages registered has improved from 48% to 58%. The type and quality of ceremony now made available for civil marriage has been amended to meet customer expectation and enable the proposed national standards of the new governance arrangements to be met.

Other Key Issues
The new directorate of Health, Housing and Adult Services was created in July 2007. The purpose of establishing the new directorate was to integrate community inclusion issues, linked to economic and social regeneration, and to help deliver on the requirements of the Department of Health's White Paper to promote independence, choice and well-being amongst all residents, but particularly those most vulnerable and to help fulfil the revised national expectations of the role of a Director of Adult Services, including their joint responsibilities in relation to the development of the Joint Strategic Needs Assessment with the Director of Public Health.

Health, Housing and Adult Services will set out a 15-year Vision for the future long-term direction of the Directorate, supported by 3-year Delivery Plans supported through the Corporate Planning process. This will be aligned with the 15-year vision of the Sunderland Strategy and the Local Area Agreement (LAA) from 2008/09 onwards.

One advantage of the new directorate is closer and more integrated working between Housing and Adult Services across a number of different areas. Examples include developing long-term housing support for vulnerable adults, a key objective for both functions, through the development of the Suitable Homes for Living Strategy or the participation of social care divisions in the council's regeneration projects, including the Eppleton, Castletown and Hendon Area Renewal Projects.

Within the Audit Commission's Comprehensive Performance Assessment, Housing functions are a Level 2 Service and subject to Key Lines of Enquiry to help the Audit Commission make an assessment of the quality of the service provided across a range of issues, including customer and stakeholder responsiveness, use of resources, and service delivery. In 2007/08, the Housing function attained an 'Excellent' rating by the Audit Commission.

Stock Condition Surveys are the main source of data used to identify private housing investment priorities. In 2007/08, the Portfolio commissioned and completed its latest survey, the findings of which will be used to inform future housing renewal, regeneration and planning for the city in 2008/09 and beyond.

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The Castletown Area Renewal Masterplan and the Eppleton Area Action Plan were completed, and both are being adopted through the planning process. Considerable capital funds will be required to progress these plans, together with input from a number of council directorates. Bids for capital funding will be required to implement this programme and the full extent of funding requirements is to be ascertained.

As part of the Back on the Map (BOTM) project a number of bids for housing related projects were successfully progressed exclusively targeted at the Hendon and East End area including the following:

Extending the Accredited Landlords scheme with an increased focus on tackling empty properties and anti-social behaviour; Increase the level of funding for renovation grants specifically targeted at reducing the level of unfit properties; Developing Neighbourhood Renewal Assessments (NRAs) that identified regeneration priorities in order to reverse trends of low demand in the area.

Partnership arrangements between the council and BOTM were reviewed to ensure that the benefits derived from investment in the area were maximised and that any investment in the area is sustained through long-term management arrangements.

Large RSLs, in particular Gentoo, continue to progress ambitious and extensive programme of regeneration, renewal and demolition. The Portfolio plays an active role in ensuring that the programme is the best course of action for the city by critically analysing their proposals and that they complement Area Renewal Master plans/Area Action Plans.

The Portfolios of Adult Services and Housing and Public Health launched Phase I of the Home Improvement Agency (HIA) service as part of the council's overall response to the requirements of the Comprehensive Performance Assessment (CPA) in late 2006/07. Phase II of the HIA was launched in 2007/08 to fully integrate the function's roles and responsibilities to improve customer-focussed services. The HIA is one element of the cross-Directorate Business Improvement Programme Project to re-engineer the customer journey for individuals that require minor adaptations/equipment or major adaptations, including those that require social care support to access such services and scheduled for completion in early 2008/09. The objective of the HIA is to improve the customer experience and to ensure an effective and efficient service is provided to customers, whilst also empowering choices for these individuals.

The Portfolio has a project within the council's Business Improvement Programme aimed at improving the customer journey for minor and major adaptations (whilst also providing greater efficiencies across the Health, Housing and Adult Services directorate). The project was used to improve business processes for the customer within the HIA in 2007/08. Improving customer choice and making the best use of resources, including grants, in this area is a key priority for the council, and a number of innovative solutions will be provided for home owners, e.g. through the development of a Financial Assistance Policy, and tenants through Phase II of the HIA.

In 2007 the Rogers Review used an evidence based approach to prioritise over 600 policy areas enforced by local authority regulatory services. The review identified six national enforcement policy areas - air quality, alcohol licensing, hygiene in food businesses, improving health in the workplace, fair trading and animal and public health. Environmental Health and Trading Standards will need to refocus operational activities to reflect what is important both on a national and local level following the review.

The preparatory work for the Food Safety award scheme "Scores on the Doors" continues. The results of pilot projects in this sphere have been undertaken around the UK for the Food Standards Agency and the results and guidance are anticipated in the coming months. The council is committed to implementing a scheme and making more information openly available on the internet. The forecasted improvement in standards in premises will not be without an increased workload responding to businesses' enquiries. It is impossible to forecast the frequency and breadth of requests for information under the Freedom of Information legislation, although any individual request can result in significant workload and diversion of resources from our main focused activities. More information being available on the website may increase the frequency of specific requests or reduce the impact of requests involving substantial searches.

The Food Standards Agency regional project on Safer Food, Better Business will be complete in March 2008. The inspection of premises and particularly the continuing advice, and enforcement of standards, relating to food safety management procedures within relevant premises will be a challenge for businesses and officers.

The inspection of vessels arriving in the Port and generation of Ship Sanitation Certificates brought in by the International Health Regulations in 2007 have commenced and replaced the historic De-rat Certificates. The new inspection embraces considerably more elements on board, including food hygiene, drinking water safety, accommodation, risk of infection including legionella and necessitates inspection by more qualified officers from the Food Team than previously necessary.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Undertake a city-wide Local Housing Assessment (LHA)	Yes. Results used as evidence to support capital and revenue bids for submission to CLG, Local Housing Corporation and North East Housing Board to reduce housing inequalities and balance the housing market.	The LHA will provide an updated understanding of the considerations that lead people to migrate from the city, as well as those factors, which attract others to re-locate here. It will also be used to better support the needs of established communities through future resource decisions on the existing housing stock	SP3	5
Develop an affordable Housing Strategy and establish indicators to monitor effectiveness of an affordable housing supply	No. To be developed in 2008 once the LHA is completed and reported upon			
Review the outcome of the sub-regional Housing Market Assessment and investigate opportunities for more joint working	Yes. Recommendations included in the Tyne and Wear Housing Strategy and informed the sub-region's SHIP3 submission	The housing needs of Sunderland residents or potential residents, as evidenced through the LHA, were represented in the Tyne and Wear submission		
Complete Stock Condition Survey	Yes. Survey of city-wide housing stock completed	Improved intelligence to inform future housing stock renewal and regeneration in city	SP3	5
Implement Masterplans for Eppleton and Castletown and complete Hendon NRA	Yes	Plans completed and being considered for adoption/adopted by council and BOTM to improve housing stock in particular areas of city and to reduce housing inequalities		
Consider outcomes from the fundamental services review with Gentoo and implement action plan Develop a City-wide housing register involving all RSLs	Yes. Joint register and allocations scheme developed with Gentoo. Consulted on proposed scheme, commenced involvement of other RSLs	Development of a customer focussed approach to make it easier to access accommodation within the city across a range of options. A more transparent, fair and equitable system for customers to access and understand. Whilst sustaining communities and assisting those who are most vulnerable		

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What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Work with other Tyne and Wear authorities to develop a sub-regional Choice Based Lettings (CBL) scheme	Sub-regional development group submitted bid to CLG to attract funds to progress with sub-regional CBL	The sub-regional CBL will give customers a greater choice of accommodation to facilitate employment and learning opportunities across different tenures. To enhance and achieve sustainable communities	SP3	5
Assist in the creation of an advocacy function and develop working protocols for signposting of work within the HIA

Determine potential new HIA services to be included in the service | No. Although the HIA has been successfully launched, requirements for advocacy will be met in the shorter-term through adult social care arrangements in the Health, Housing and Adult Services directorate, and will be considered within the planning of a business improvement project, alongside a review of the HIA service during 2008/09. | | SP3 | 5 |
| Increase alternative temporary provision and move people into permanent accommodation more quickly | Yes. Increase in the number and range of appropriate temporary accommodation (including through the Supporting People Programme) and improvements in length of stay in accommodation (e.g. Bed and Breakfast) | A greater range of temporary accommodation available to support most vulnerable people in the city. Better access to both support pathways and more permanent 'move-on' accommodation, including allocations | | |
| Improve homeless prevention through home visits and the Safer Homes Initiative and publicising the homelessness and advice services | Yes. Partially, fewer prevention cases, but a greater range of support provided, including more accommodation options in the private sector, and other specialised support. The Safer Homes Initiative has been progressed and publicity improved through new a guide and material for the public and stakeholders, and website improvements | Greater choice provided with regard to preventative options for individuals at risk of homelessness

The Safer Homes Initiative provided greater safety to residents

Increased awareness amongst Sunderland citizens about advice and assistance offered about housing options in city to help to prevent homelessness | | |
| Undertake a Supporting People Service Review Programme | Yes - ongoing | The review programme is agreed and underway and be completed in September 2008 | | |
| Update the Supporting People Strategy by collecting and analysing data on a quarterly basis and reporting to the decision-making groups | Yes - ongoing | First phase of work completed but under constant work in process | | |

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Develop processes for identifying unlicensed HIMOs and pursue enforcement action	Yes. Framework agreed	Improved quality assurance mechanisms in relation to HIMOs and improve safeguarding of residents	SP3	5
Increase the number of Private Sector Landlords on the voluntary landlords accreditation scheme and develop a Home Stamp Booklet	Yes	Improved governance arrangements to safeguard residents		
Implementation of Contaminated Land Strategy with ongoing site investigation and remediation proposals	Yes. 3% of identified sites determined.	Reduced threat to environment and Community by reducing sites that are of potential concern by 3%.	SP7	5
Formulate and deliver information, training and advice to food businesses on Codes of Practice relating to hazard analysis	Yes. All inspections carried out.	Reduced danger to public safety. Increased knowledge in businesses.		
Implement relevant provisions of the Clean Neighbourhoods and Environment Act 2005 (Light and Insect nuisance)	No. Awaiting identification of appropriate delegated powers, which is likely to be finalised in early 2008.	Reduced environmental damage and increased positive public perception.		
Implement provisions of new Consumer Credit legislation	No. Awaiting introduction of new legislation, which will replace this activity.	Improved public protection and increased assistance to businesses.		
Implement provisions of Unfair Commercial Practices legislation	Yes. Legislation enforced.	Improved public protection.		
Continuation of flexible authorisation with HSE as available	Yes. Scheme in operation.	Improved response to public and major hazards.		

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The creation of the new directorate of Health, Housing and Adult Services with the appointment of a new Director will maintain and improve the service customers receive. The purpose of creating the new directorate was to integrate community inclusion issues, linked to economic and social regeneration, and to align the council's overall vision in light of new statutory objectives, including those laid out within the White Papers **Strong and Prosperous Communities** and **Our Health, Our Care, Our Say**, as well as to make better use of resources, including support services. The impact of the White Papers will result in a greater degree of "place shaping" amongst residents, communities and the wider city, including for those that are more socially disadvantaged, and a key component will be the development of accommodation strategies to fulfil the objectives of the Portfolio and directorate.

Consultation ensures that the Portfolio maintains high quality direct and commissioned services and customers are central to the development of services. These objectives are achieved through a variety of mechanisms, including consultation, forums and surveys undertaken with customers and Sunderland residents. For example, in 2007 a local Housing Needs Assessment was commissioned to identify the housing issues across the city with a view to forecasting future housing needs. The results will be used to maintain or improve service assessment and to refresh the Housing Strategy.

A service delivery plan, outlining how it is intended to deliver a registration service in Sunderland within the framework of new governance arrangements, has been submitted to the Registrar General. The General Register Office (GRO) has agreed the New Governance arrangements with the Local Authorities Co-ordinators of Regulatory Services (LACORS). It introduces performance indicators and sets out the national standards that need to be achieved. This establishes clear accountability and is designed to ensure that customers have access to high quality and modern services that meet the needs of local people. A review of the Registrars service will be undertaken by the Director of Community and Cultural Services to ensure adequate resources are made available.

The Licensing Service continues to use feedback from customers to inform its objectives through its existing consultation mechanisms, including trade liaison meetings and meetings with Pub Watch. Specific consultation is undertaken in relation to the implementation of major policy decisions affecting partners, e.g. Gambling Policy. On-line licensing information continues to be maintained to improve public access, whilst the Service is exploring the possibility of further on-line access to its application processes.

The Environmental Health Service continues to consult with customers, ranging from businesses in the city (about trading standards) to the public more generally (about the effectiveness of environmental control measures). Mechanisms to gather feedback about the latter includes the MORI Survey and the State of the City Debate, as well as learning from operational processes such as contact (and complaints) from the public, including through the use of the Single-Non Emergency Number for the city. The Service continued to be awarded a Charter Mark for surveillance assessment in 2007. The Service will continue to develop its information to customers, including on-line sources.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The directorate of Health, Housing and Adult Services provides a number of opportunities to make better use of resources, including support services, across functions, and this, in turn, will mean there are consequences for workforce planning to ensure that functions have the right skill mix to meet customer needs whilst continuing to meet the council's statutory housing duties.

The formation of the new directorate also means changes in roles and responsibilities for support functions and coverage for such functions was developed more fully in 2007/08 through the launch of the Management Development Framework, which set out logistical management processes and responsibilities within the new directorate. This includes reference to council-wide expectations about human resources policies and procedures, including the council's consultation and appraisal system. Managers across the directorate are participating in the council's Leadership Programme, with a number of managers participating in the Chief Executive's Strategic Change Programme.

The impact of Single Status will be rolled out across the workforce and staff development will continue via training and secondment opportunities. Staff continues to be consulted and actively engaged with helping shape service developments and the wider vision for the directorate over the next 15 years.

Preferences regarding birth registration taken from the birth registration surveys conducted in 2007 will be used as the business case to establish a further registration outstation at the Sunderland Royal Hospital from April 2008. However, the registration of births from October 2007 are registered in England and Wales using a web-based facility, Registration On-line (RON). It is imperative that constant connectivity with the Internet is maintained and the facility will not be launched until assurances for provision of this connectivity have been received from the Royal Hospital Management Team.

The Portfolio as a whole continues to develop its approach to Equality and Diversity, with all Impact Needs Requirement Assessment (INRAs) regularly monitored and reviewed, including any identified actions integrated into service planning.

Managers across the Portfolio are or have participated in the council's Leadership Programme, with a number of managers participating in the Chief Executive's Strategic Change Programme. The impact of Single Status will be rolled out across the workforce and staff development will continue via training, including use of IT systems, and secondment opportunities.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The Health, Housing and Adult Services directorate has developed a Performance Management Strategy to ensure continuous improvement, based on a Balanced Scorecard approach. This balances customer outcomes against service delivery and resource management expectations, including whether services are cost effective and represent value for money.

The Housing Service manages a number of projects using the Prince II Project management methodology. As part of these arrangements, a risk register exists for the Service and all major functions or projects, whilst Risk Management Plans exist for all areas across the Portfolio more generally.

Opportunities for partnership working are being developed, and the Registration service has arranged a Service Level Agreement with the Sunderland Royal Hospital to launch a service to register births at the hospital. From 1 April 2008, the council will adopt New Governance as a means of delivering a local Registration service, with service delivery and performance being measured against national performance indicators that cut across ten areas of the service involving up to 60 criteria.

Within the council's wider strategic framework, Business Continuity and Emergency Planning arrangements are up-to-date within the Portfolio and reviewed regularly, with clear roles and responsibilities.

The Homelessness service is ranked upper median for estimated cost in 2007/08 compared against metropolitan authorities and nearest neighbours, reflecting the key priority placed on the service, and additional investment in recent years. Estimated costs for Supporting People is also upper median reflecting the development of a wider range of accommodation and support options.

Estimated spend in 2007/08 on Other Housing services is ranked upper median compared to other authorities, however, the cost per head of population fell to £6.05 in 2007/08 from £6.59 in 2006/07. This reduction was achieved through more effective use of commissioning arrangements.

To improve its feedback from all of its customer base, rather than just those with successful outcomes, the Housing Options Team expanded the scope of a sample of all customers at risk of homelessness in 2007. This showed that 72% of respondents rated the service provided as good or excellent.

Sunderland's costs in 2007/08 in relation to Environmental Health services and Licensing are in the lower quartile compared with both nearest neighbours and other metropolitan authorities, and lower median for the costs of Consumer Protection. At the same time, these services are achieving well in relation to their performance indicators.

The 2008/09 budget was set taking account of efficiency savings totalling £7,000, further details of which can be found within the relevant service plan sections of this Portfolio.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The Health, Housing and Adult Services directorate contributed to the development of the 15-vision for the new Sunderland Strategy and the first of the 3-year LAAs, primarily through the Attractive and Inclusive City and Health City priorities. This included aligning the 15-year Vision for the directorate (and the 3 year Corporate Improvement Plan Delivery Plans) with the Sunderland Strategy and LAA from 2008/09 onwards. Key issues to progress in the directorate Vision include promoting independent living, improving health and wellness, prevention and choice, control and access for all, which can only be achieved in partnership through the city through a range of public, private and Third Sector providers, including housing partners.

Housing issues and strategic developments are fully integrated into the 15-year Vision for the Sunderland Strategy and the LAA. The Portfolio contributes towards the development of a strong Sunderland Partnership via participation in groups such as the Sunderland Partnership, Strategic Housing Partnership (for which it provides performance reporting), the Anti-Social Behaviour Remote Group and Back On The Map.

The Strategic Housing Partnership brings together key housing agencies, including RSLs and the Third Sector to develop and deliver the Housing Strategy for Sunderland. The Housing Service also participates in a range of city partnerships and is also represented on various citywide groups that assure the safeguarding of residents such as the Local Safeguarding Children's Board.

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The CLG agenda looks at building stronger communities and the development of "place shaping", and will be supported by a number of statutory requirements including those provisions in the Housing Green Paper. In 2008/09, the Housing Service will work in partnership with Government to explore the development of a Local Housing Company in Sunderland, which will work in partnership with housing providers to promote affordable housing in the city.

The Housing Service is aware of the need to communicate and market the services it delivers within the framework provided by the council and city's image, including marketing strategies and campaigns.

The Environmental Health and Licensing Services continue to undertake a number of activities that support achievement of the Sunderland Strategy, and this includes not only ensuring the Attractive and Inclusive City priority within the Local Area Agreement and Strategy is progressed, but also that the Services are fully engaged with other priorities, such as Prosperous City and Safe City priorities.

The Services also work closely with a wide range of partners, such as community groups, city businesses, and wider public sector, including Northumbria Police, Tyne and Wear Fire and Rescue and the Health and Safety Executive, through the Services' liaison and enforcement roles.

All Services in the Portfolio are aware of the need to communicate and market the services they deliver within the framework provided by the council and city's image, including marketing strategies and campaigns.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement a revised structure to enable the Registrars service to meet the challenge of the New Governance arrangements	New service delivery plan operational with national standard performance indicators achieved	Service delivery achieving national standard performance indicators and at least one Good Practice performance indicator in each area	Service delivery achieving national standard performance indicators and at least one Better Practice performance indicator	New service delivery arrangements provide a more timely and customer friendly experience	SP8 CIO1 CIO3	5	RSM
Contribute to Housing Market Assessment (HMA) for the sub-region and the implementation of its findings	Implement HMA findings to target available Housing investment within the region's Single Housing Investment Pot (SHIP3) submission	Continue to implement targeted investment in the city based upon the region's SHIP3 capital allocations	Complete SHIP3 capital investment programme	Develop housing and planning opportunities with housing partners for all residents in Sunderland, aligned with regional strategies and capital allocations	SP3 CIO4	5	HSM
Improve housing conditions and liveability across the city, including improving attractiveness of city for residents and potential residents	Complete reporting within city on the findings and results of the Private Sector Stock Condition Survey 2007			Housing inequalities across the city addressed via the identification of housing regeneration priorities, including reducing the numbers of empty properties and an increase in affordable housing meeting decent homes standards, whilst making the best use of available resources across the council and city	SP3 SP7	5	HRM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Continue to intervene in areas showing symptoms of decline and market failure and improve housing conditions through progression of housing renewal programme, bringing back properties into occupation with partners	Progress prioritised programme of Neighbour-hood Renewal Assessments (NRAs) and commission consultants to develop Masterplans, whilst maximising funding opportunities	Progress prioritised programme of NRAs and commission consultants to develop Masterplans whilst maximising funding opportunities				
	Assist in the assessment and audit of partner agency Area Regeneration Plans, particularly alignment to Gentoo plans within Hendon and other emerging localities	Implement and assist in delivery of Eppleton, Castletown, Hendon Masterplan/Area Action Plan and align regeneration plans of partner agencies particularly those for Hendon and Castletown	Continue to implement Masterplans/ Area Action Plans and fully integrate longer-term plans with those of partner agencies, particularly those of Gentoo and as part of the development of a Local Housing Company				HOM
		Implement Private Housing Strategy and revised Empty Property Strategy	Review Private Housing Strategy Implement Empty Property Strategies				
Complete the Supporting People Service Review Programme and Improve the SP contract and service monitoring framework	Implement findings from SP Service Review Programme to improve and target supported accommodation options for specific and socially disadvantaged customer groups	Project completed - findings implemented		The needs of socially disadvantaged people will be better met to maintain their independent living and to improve greater value for money across the council and city	SP4 CIO 1 CIO 3	2	SPM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	**2009/10**	**2010/11**				
	Continual assessment of business processes	Consider procuring consultant to produce report on business transactions	Review procedures and update accordingly	Greater value for money through more efficient back office processes capable of providing intelligent data upon which to base future service modelling decisions will be developed			
Implement findings of Housing Market Assessment (HMA) and use findings to inform development of mixed housing communities in Sunderland	Use intelligence from HMA to plan the development of a Local Housing Company (LHC) with key partners/agencies as part of the Government's pilot to deliver affordable housing, including securing funding for pilot, if appropriate for city	Develop new housing communities with agreed proportion of affordable housing, working with partners to identify suitable brownfield sites for development	Use LHC as driver for development of mixed housing communities so that at least 50% of developed housing is affordable, as part of Government strategies	Improve range of housing available and affordable to residents and potential residents and brownfield sites returned to residential use, improving attractiveness of city	SP3 SP7 CIO 4	5	HoS
		Identify first brownfield sites for flagship development with key partners	Identify brownfield site housing developments with key partners as part of longer term regeneration strategies				
Improve the methodology of coordinating the activities of the responsible authorities designated under the Licensing Act 2003 in order to encourage and facilitate reductions in alcohol misuse and incidents of alcohol related violence and disorder	Establishment of a Licensing Act Responsible Authorities Group with a view to identifying potential areas for improved co-operation	Implementation of strategies for improvements	Review of activities and re-formulation of plans in the light of experience	Decrease in alcohol-related illness, violence and disorder	SP5 CIO 3 CIO 4	4	HoS

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Strive to be more flexible and use a wider array of regulatory tactics in order to reflect local needs and circumstances to provide genuine protections and support to local, national and global economies and provide public reassurance	Improve public access to services	Build on inter and intra council collaboration and build collaborative relationships with partner organisations	Review activities and address areas that require improvement	A regulatory service that is in touch, fast and reflective. A 'global' organisation capable of working with and understanding local and the global issues	SP7 CIO1 CIO3	4	HoS
Equality and Diversity							
We will promote equality and diversity	Continue to embed the principles of Level 3 of the Equality Standard for Local Government across the Housing and Public Health Portfolio and support the council to achieve Level 4	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5 across the Portfolio	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	SP8 CIO1 CIO2 CIO3	5	DHHAS

HOUSING AND PUBLIC HEALTH

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Health, Housing and Adults	
419	9,281	0	122,929	Home Improvement Agency	158,725
420	2,056,838	1,221,176	1,139,387	Housing Renewal	1,147,346
421	1,319,207	1,302,032	1,234,894	Housing Strategy / Advice and Homelessness	1,315,213
422	14,358	13,852	60,554	Supporting People	182,286
	3,399,684	2,537,060	2,557,764	**Total Health, Housing and Adults**	2,803,570
				Community and Cultural Services	
429	575,415	601,916	610,247	Environmental Health	644,015
429	(21,284)	0	1,850	Environmental Health Support	0
430	680,797	672,014	676,373	Trading Standards and Consumer Advice	682,623
430	693,978	699,850	703,909	Commercial	726,072
431	308,526	214,997	224,138	Pest and Animal Control	220,016
435	(55,089)	(50,194)	(47,729)	Licensing	(75,514)
440	162,610	159,203	161,930	Registrars	166,428
	2,344,953	2,297,786	2,330,718	**Total Community and Cultural Services**	2,363,640
	5,744,637	4,834,846	4,888,482	**TOTAL BUDGET**	5,167,210
	146.0	148.5	154.6	**Total No. of Staff**	155.1

PLANS AND STRATEGIES
- Homelessness Strategy
- Housing Strategy 2006-2011
- Supporting People 5 year Strategy
- Community and Cultural Services Detailed Service Plan 2008/09
- Licensing Policy Statement, Gambling Policy Statement

HOUSING SERVICE

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to provide a strategic overview and delivery on all housing matters for the city with a view to improving the quality, choice and range of housing in the city in sustainable and safe neighbourhoods and to ensure that future housing needs for the city can be met so that communities are prosperous, safe, strong, inclusive and sustainable. To achieve this aim, the service:
- Ensures the Strategic Housing function plays a key role in delivering social, economic and physical regeneration within the city
- Contributes to the continuous development of sustainable and appropriate advice and support to meet the diverse needs of the citizens of Sunderland and the region
- Forges strong and effective partnerships across the city, sub-region and region to enable the delivery of the council's housing priorities
- Ensures the development of the choice and quality of homes, together with a high standard of decent housing, which is managed in a safe, secure and sustainable community and environment
- Helps the city provide a balanced housing market to meet demand from residents and potential residents
- Enables those in need of support to maintain their independence in their chosen home for the foreseeable future by supporting people throughout the repair, adaptation or improvement process
- Provides advice, guidance and support to help residents find accommodation and prevent homelessness
- Provides support and accommodation to asylum seekers under dispersed Government contracts
- Delivers the council's statutory duties on housing standards and health protection.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The creation of the directorate of Health, Housing and Adult Services has had a number of advantages in terms of improving service customers receive and ensuring the Service meets its statutory objectives. Examples of integrated working, particularly around accommodation options for socially disadvantaged people, include:
- Support via the Supporting People Programme
- Joint development of the Home Improvement Agency (HIA)
- Development of the Suitable Homes for Living Strategy. For people with disabilities or dependencies, this will deliver real choices to meet their accommodation needs in the city and will also help reduce the number of empty properties in the city, a key housing objective
- Participation of the adult social care divisions, and the customers they serve, in the city's regeneration projects.

Customer consultation is central to ensure that the Service maintains high quality direct and commissioned service. These objectives are achieved through forums and surveys undertaken with customers of the Service or Sunderland residents more generally. For example, in 2007/08, a Local Housing Needs Assessment and a Private Sector Stock Condition Survey were commissioned aimed at better understanding current housing and renewal issues across and within specific parts of the city, together with informing forecasting of potential future housing needs. The results will be incorporated into the Housing Strategy and new Sustainable Sunderland Strategy.

As part of the development of the Housing Strategy, Affordable Housing Strategy, Homeless Strategy, Empty Property Strategy and the Private Sector Housing Strategy, an extensive consultation programme was undertaken to obtain the views of residents, customers of the Housing Service, and other key stakeholders, such as Registered Social Landlords (RSLs), about housing issues through a number of mechanisms including the Citizens' Panel, focus groups, questionnaires, surveys and stakeholder fora, as well as appropriate feedback from internal consultation with large providers. Consultation included engagement with a number of harder-to-reach groups. The results of the consultation were used to shape the priorities to ensure that the strategies reflected the aspirations of all stakeholders within the city, including improving access to appropriate housing for all.

Over the last five years, the Supporting People Review Programme took account of the views of its often socially disadvantaged customers in shaping priorities for commissioning, most recently those that were homeless and/or fleeing domestic violence, through service review focus groups, provider-based internal consultation and the function's review of outcomes for customers, particularly following the more outcome-focus monitoring introduced as part of the National Strategy for Supporting People. In 2008/09, the Review Programme will cover services categorised within support to address Older People, Social Exclusion, Independent Living and Independent Care issues to help structure its approach to needs assessment.

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HOUSING SERVICE

In 2008/09, the Programme will build on its consultation mechanisms with customers to more formally integrate needs assessment for the entire populations that it serves, including consultation processes, in partnership with other functions in the directorate, council and city, as part of the citywide arrangements to improve joint needs assessment across the city. In turn, this process will be used to inform the Health, Housing and Adult Services directorate's 15-Year Vision and the Sunderland Strategy.

Customers of the Housing Options function, particularly those that are homeless or at risk of homelessness, are regularly surveyed about their experiences of the service provided through a telephone survey and their views are used to inform service planning. In 2008/09, the Service will further formalise mechanism for quality assurance (e.g. case file checks), by ensuring that a more representative sample of all customers accessing the allocation process are consulted, and to improve the range of issues upon which the function consults.

The Housing Renewal function completed consultation, predominantly through focus and reference groups, with key stakeholders, about the Castletown and Hetton Downs Masterplans, which helped shape priorities for action. In 2008/09 a further statutory public consultation process will be completed to allow the public an opportunity to feedback on the recommendations in each area's plan prior to approval as interim planning documents. Similar community consultation mechanisms will be used to inform the development of the Hendon Neighbourhood Renewal Area.

The Housing Renewal function is responsible for the reduction of crime and anti-social behaviour in private sector housing. An independent review of its impact concluded that this service made a positive impact in reducing crime and anti-social behaviour, and resulted in a number of best practice initiatives such as the Private Landlord Forum, the Private Landlord Accreditation Scheme and methods to address anti-social behaviour in the private rented sector. This approach was rolled out on a citywide basis in 2007/08. The council implemented a pilot Intensive Family Support Project, aimed at helping perpetrators of anti-social behaviour to modify their behaviour to help re-integrate them into their communities by securing sustainable and appropriate accommodation. The pilot was successful in modifying the behaviour of all participants and the scheme was extended to focus on a wider group of challenging families in the city in 2007/08. The housing enforcement role with the Housing Renewal function maintains its public protection and safety role in respect to housing standards, management and living conditions.

A number of HIA "initial contact" processes, including general enquiries functions, have been migrated to the Contact Centre. This was initiated following a council review of the occasionally complex journey for individual's access to equipment and adaptations, which made a number of recommendations for improvement. In 2008/09, the HIA service will set out longer-term solutions to improve customer delivery of its aims and objectives still further.

As part of its planning for Phase II of the HIA mechanisms were developed for customer feedback to inform service delivery and planning, and this is embedded into performance reporting for the Service. These mechanisms include customer satisfaction and follow-up outcome surveys, customer feedback events and quality assurance processes. These mechanisms will be rolled out within 2008/09 and integrated with cross-Directorate consultation mechanisms.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The Service will implement strategies to make better use of resources, including workforce planning. Examples include the development of the HIA Service, which encompassed previously disparate Adult Services and Housing functions into a single integrated service, whilst the Supporting People function will be remodelled in 2008/09 to reflect both the new requirements of its National Strategy, including the revised outcomes framework, and the more integrated work within the Health, Housing and Adult Services directorate and council, and with partners. The introduction of the directorate's Management Development Framework reinforced council-wide expectations about human resources policies and procedures, including the council's consultation and appraisal system. The Housing Service continues to fulfil its statutory obligations to its staff.

A Learning and Workforce Development Strategy is being developed to take into account new ways of working, ensuring that there is the right skill mix and that training and development requirements are met to meet existing and future customer needs. Within the Housing Service, one of the key priorities in 2008/09 is to consolidate workforce and resource planning across the Service, whilst continuing to meet the council's statutory housing duties, as well as improving performance and efficiency in the Service.

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Staff continue to be consulted and actively engaged with helping shaping service developments and the wider vision for the health, Housing and Adult Services directorate over the next 15 years and internal communication is supported through the production of Core Briefs to help keep staff informed of developments at least monthly. One example is the 'shadowing' of the work of Housing Options staff by Occupational Therapy and Drug and Alcohol staff to gain a better understanding of the issues each function faces to support their common customers.

As part of its Phase II development, a number of training and development objectives were implemented within the HIA to ensure that all staff working within the function are appropriately trained to enable them to undertake their operational duties as efficiently and effectively and within the objectives and guidelines of the function. The HIA developed a short newsletter to keep customers informed of service developments, the contents and style of which were informed by a customer focus group. The function is committed to improving communications internally and with customers (including feedback on leaflets developed as part of Phase II, including for hard-to-reach groups), and the Health, Housing and Adult Services directorate manages Language Point, the council-run translation service.

The Housing Options function continues to improve its communication with its customers and general public. In 2007/08, Housing Options implemented a Homelessness Publicity Campaign aimed at the prevention of homelessness by making citizens aware of the service, and this will be expanded in 2008/09 with a particular focus of targeting both young people, including care leavers, and asylum seekers and refugees and other often socially disadvantaged groups. In 2008/09, the function will extend its work in developing joint protocols about supporting families who are homeless with Children's Services. This will build upon the Housing Services responsibilities for helping to safeguarding vulnerable children and adults through its representation on bodies such as the Local Safeguarding Children's Board or the Multi-Agency Protection of Potentially Vulnerable Adults.

The Housing Service hosts a website to provide information across all of its roles and responsibilities, and this continues to be developed to aid communication with stakeholders, including customers and the general public. The Housing Strategy Team is also engaged in improving communication with stakeholders about the city's and region's proposed housing plans and the latest exercise included consultation on the Suitable Homes for Living Strategy in 2007/08. The Supporting People function hosts its own website and continues to develop communication and will launch a Marketing Plan in 2008/09 as part of its Programme Review.

The Housing Renewal function continues to work closely with other colleagues in the council and through consultation processes about plans for the city. In addition, the function works with planning services to organise and hold statutory consultations on renewal plans, e.g. through neighbourhood exhibitions. In 2007/08, this also included continuing to work in partnership with local communities and community groups benefiting from renewal and a detailed public consultation and communication programme was implemented for the Area Renewal Programmes at Castletown, Hetton Downs and Middle Hendon. This will continue during 2008 and 2009.

The Housing Service continues to develop its approach to equality and diversity and build upon its work with hard-to-reach groups, including the black and ethnic minority community, with all Impact Needs Requirements Assessments (INRAs) in the Service regularly monitored and reviewed, and up-to-date. Specific consultation is undertaken with hard-to-reach groups across all functions, for example the implementation of the findings of a BME Housing Survey to inform planning across the Service, including homelessness, Housing Strategy and Supporting People, with some practical recommendations for improvement, e.g. catering arrangements within new domestic violence accommodation. These recommendations will continue to be implemented in 2008/09.

Consultation for the Housing Strategy and Supporting People Review Programme and to discharge statutory requirements was undertaken across a wide range of harder-to-reach stakeholders, and these included different representative groups of the BME community, the homeless, young adults, gypsies and travellers, gay/lesbian groups and women at risk of domestic violence. One practical outcome of the drive to improve equality was the redesign of a specialised support project to better meet the needs of people from black and ethnic minorities through the Supporting People Programme which resulted in an increase in uptake from 2% to 40% between 2006/07 and 2007/08. In 2008/09, the Housing Service will extend and integrate its consultation with harder-to-reach groups more systematically into its monitoring and development processes. Much of the focus of the improvements is based upon the need both to support the wider council's drive to improve against national equality and diversity standards and to move towards the Audit Commission's "Excellent" status within its Key Lines of Enquiry for Housing. More generally, equality and diversity issues, including access and outcomes across all equality standards, will be monitored within performance management arrangements for the Service.

The HIA has developed a set of service standards that staff are expected to actively promote and work within and these standards are included in a welcome pack for customers. In 2008/09, the HIA will develop an advocacy function for those individuals that could access its services. This will be closely aligned with wider requirements of advocacy for vulnerable people who need support through adult social care. The Housing Options function will report on its progress against the wider regional agenda about meeting the Government's 'Integration Matters' during 2008/09.

Managers of the Housing Service are participating in the council's Leadership Programme, and a number of managers are participating in the Chief Executive's Strategic Change Programme. Managers also attend the Health, Housing and Adult Services directorate's Management Development Sessions to improve awareness of directorate-wide issues and other corporate issues/requirements. The Directorate Delegation Scheme has been revised to empower managers to deliver their services efficiently and effectively.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The "Balanced Scorecard" approach adopted throughout the Health, Housing and Adult Services directorate ensures continuous improvement by balancing customer outcomes against service delivery and resource and financial management expectations, thereby integrating the Audit Commission's Key Lines of Enquiry for Housing. The Scorecard is integrated into monthly reporting and quarterly delivery meetings in the Housing Service, the purpose of which is to review performance and financial management against budget, and this is supported through regular internal performance clinics in the Service.

The resource management perspective reviews whether the services provided and outcomes delivered are cost effective and represent value for money. The Service was able to demonstrate that it improved Value for Money between 2006/07 and 2007/08 and continues to deliver efficiency savings through actions progressed in the 2007/08 Housing Service Plan. An example is the reduction in the usage of bed and breakfast as temporary accommodation for families in 2007/08.

In addition to the statutory commissioner/provider arrangements in Supporting People, the Housing Service also actively managed a number of procured services and assets during 2007/08, via the council's procurement procedures. These included the procurement of specialist services to conduct both the Local Housing Assessment and Stock Conditions Surveys.

The Housing function's responsibilities also include strengthening sub-regional planning arrangements within Tyne and Wear, including allocation of finances via SHIP3 and other national, regional and/or local funding sources, such as English Partnerships for specific renewal or anti-social behaviour projects.

In 2006, the Audit Commission audited the Supporting People function in respect of systems for collation, monitoring, reporting and using information from Supporting People Key Performance Indicators in 2007/08. The audit revealed that there are no weaknesses in the system, but a number of minor recommendations will be addressed in 2008/09, including improvements in the management of data to support the function.

The Service manages a number of projects using the Prince II Project management technique. A risk register exists for the Service and for its major functions or projects, such as the regeneration Masterplans, Supporting People and Suitable Homes for Life and governance arrangements are in place for the management of these risks throughout the Health, Housing and Adult Services directorate and the Service. The Housing Service also contributed to progressing outstanding action points from the 2006/07 CPA, including the development of the HIA and reducing Bed and Breakfast usage for families at risk of homelessness, although the challenge for the latter in 2008/09 is to stabilise the number of families accessing this type of accommodation. Business Continuity and Emergency Planning arrangements are also up-to-date within the Service, in line with the council's strategies.

Comparative information for 2007/08 shows that the estimated cost for homelessness is £3.74 per head of population, ranked upper median when compared to all metropolitan authorities and upper quartile compared to statistical nearest neighbours. Additional, ongoing, resources of £495,000 were invested in the service between 2005/06 and 2006/07 reflecting the fact the Council considers this a key priority. In addition the service achieved Value For Money by reducing the number of families with dependants in bed and breakfast, resulting in a lower cost of service. This area was a key priority for improvement in 2007/08.

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Estimated spend per head of population on Supporting People is to £42.73 for 2007/08, ranked upper median when compared to both all metropolitan authorities and statistical nearest neighbours. A slight increase in cost from 2006/07 reflects the development of a wider range of accommodation and support options for different groups of vulnerable people over the same period.

Improving the choice range and quality of housing in Sunderland is a stated objective in the Sunderland Strategy. Estimated spend on 'Other Housing' - (Housing Advice, HIA, Housing Renewal and Housing Strategy) is £6.05 per head of population in 2007/08, ranked upper median when compared to both all metropolitan and nearest neighbour authorities. This represents a gradual improvement on the position from 2006/07, which showed a cost per head of population of £6.59. Planned, more effective commissioning of services within the Housing function in 2007/08 was largely responsible for this improvement.

There has been a significant improvement in relation to user satisfaction with the homelessness and housing advice services, with satisfaction increasing from 24% in 2005 to 47% in 2006.

As the Directorate of Health, Housing and Adult Services becomes more of a commissioner, than direct provider of services, a greater proportion and range of support is provided to customers via the Independent and Third Sectors. This is true of adult social care and housing, most notably homelessness and other services supported through the Supporting People programme. These issues will need to be fully addressed as part of the Supporting People Programme Review to inform the function's role as a commissioning body.

The 2008/09 budget has been set taking account of efficiency savings of £7,000 arising from a review of the staffing structure within the Housing Strategy Team.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The clear link between the strategic direction of the Service, the wider council, city and Department of Health and CLG agenda continued to be developed during 2007/08.

In 2008/09, the Service will work with the Government to explore the development of a Local Housing Company for Sunderland. This will potentially complement the work of the council and housing partners in the regeneration and renewal of specific areas within the city.

The Service's responsibilities also include strengthening sub-regional planning arrangements within Tyne and Wear, Local Housing Corporation's allocation of finance via SHIP3 and progressing specific sub-regional issues such as the Tyne and Wear Homelessness Group, the Gypsies and Travellers Group, Tyne and Wear Sub regional CBL Development Group and the Northern Consortium for Services to Asylum Seekers, which has a remit to shape the regional agenda, including regional integration. Its purpose is to ensure that each council progresses the Government's 'Integration Matters' objectives to empower people to achieve their potential, contribute to the community and access services to which they are entitled.

The Housing Service contributes not just to the work with housing partners, but also with other city partners, e.g. through the Safer Sunderland Partnership. The Housing Renewal function and Housing Service more generally continues to have close links to key functions in the council, including the Planning and Environment service within the Planning and Transportation Portfolio.

The Strategic Housing Partnership brings together key housing agencies, including Registered Social Landlords, and the Third Sector to develop and deliver the Housing Strategy. All partners with housing interests need to be involved in the ongoing delivery and development of the Housing Strategy for Sunderland and any subsequent housing strategies formulated, e.g. Empty Properties Strategy.

The Housing Service also participates in a range of other city partnerships including the Tyne and Wear Strategic Housing Partnership, RSL Forum, Private Landlords' Forum and Housebuilders' Forum. The Service is also represented on various citywide groups that assure the safeguarding of disadvantaged children and adults, e.g. the Local Safeguarding Children Board and Multi-Agency Protection of Potentially Vulnerable Adults Board, as appropriate and community safety issues with colleagues in the Sunderland Safer Partnership more generally, e.g. through the Local Multi-Agency Problem Solving Groups and Northumbria Police.

As appropriate, the Housing Service also works in partnership with local communities that will benefit from regeneration and renewal, e.g. Community Reference Groups in Castletown and Hetton Downs or in terms of local community safety issues, e.g. Castletown Neighbourhood Action Group.

The HIA is governed through a multi-agency Management Board to reflect the fact that service is co-ordinated and partly delivered by the council, but also delivered and accessed by the Third Sector. This partnership includes the Third Sector as well as Foundations (the Government's national HIA), which advised the city about initial and ongoing development of the service. This will continue in 2008/09.

The Supporting People Programme is governed through a multi-agency Commissioning Group that makes key decisions about future commissioning priorities and reviews existing priorities, whilst the multi-agency Strategic Group advises the Commissioning Group about future requirements. The Programme is supported through a range of partner groups that reflect the commissioner-provider arrangements, and these arrangements include the Provider, Service User and Inclusive Fora to improve operational delivery of the Programme from a provider and customer perspective, including to harder-to-reach groups.

The Service is aware of the need to communicate and market the services it delivers within the framework of the council's and city's image. To aid this, a number of marketing strategies and campaigns have been and will be developed for different functions, e.g. Homelessness and Supporting People marketing campaigns. A full review of website management was undertaken in 2007/08 to ensure that appropriate up to date content relating to housing in the city is displayed on the web, and that this is fully in line with the Image Strategy.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Undertake appropriate enforcement and problem solving activity to tackle and reduce Anti Social Behaviour (ASB) involving private sector and owner occupied housing	**R.24** Review the role and function of the Neighbourhood Relations Team (NRT) to enable it to take on a fuller role in working with Registered Social Landlords (RSLs) to support them in dealing with ASB where necessary	Still awaiting full complement of staff, review will then take place. Meeting to take place in July re a number of RSL, which will allow this issue to begin to be explored. Fixed term contracts for the ASB Team end in March 2008 so there is a question mark about taking this role on for RSLs when the future of the team is not established	Provision of funding for whole team currently being explored

Contact made with RSLs via RSL Forum and Challenging Families Working Group has allowed exploration of services that can be provided by council to RSL partners unable to provided themselves in-house | Fuller role of Council services in assisting partner RSLs to tackle ASB issues |

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Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Commissioning of Developing Initiatives Supporting Communities (DISC) family worker and extend the current intensive families project (floating support) to address anti social behaviour and provide dispersed housing to support families who might otherwise lose their homes because of ASB	**R.17** Relevant officers visit the Middlesbrough Families Project to share the lessons learnt	Visit to Sheffield recommended by the Respect task Force. Visit unable to take place due to Sheffield's current commitments. Regular Family Intervention Project (FIP) Managers meetings for North East Yorkshire and Humber starting to be held so opportunities for discussion exist via these	Continuation funding for DISC currently being explored (FIP project) as is procurement issues. Positioning of project within council to be discussed	Improved measures to support, assist and seek modification of more serious ASB families
Develop and co-ordinate delivery of the ASB Strategy and action plan to tackle anti-social behaviour across the City and co-ordination within the council.	**R.11** Commission the development and implementation of a cross-and multi-agency case management system for ASB cases.	Officers from the Council's ASB Team have been trained in the use of 101, non emergency phone number case management system. The ASB Team are to pilot this system for use in ASB cases. 101 is used extensively by the Police, councils and a range of agencies across Northumbria Police Force area. It is expected that the 101 system will be expanded over time to provide integrated multi-agency nuisance reporting and ASB case management mechanisms. Data concerning ASB recorded on the system is passed into the SSP data "vault", from which statistical information on ASB can be extrapolated.	This was Geoff Lodge ASB Strategy Manager responsibility within Community Safety Team and there is a new officer in process of taking up this post.	ICT are assessing requirements of NRT Team to meet the teams needs - interrogation of the system chosen will enable information sharing etc. with partners.

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PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
NI 142	% of vulnerable people using/used Supporting People services supported to maintain independent living	70%	60%	99.2%	Yes	90%	98%
NI 141	% of vulnerable people who used Supporting People services that achieved independent living in a planned way	63%	60%	65.6%	Yes	70%	70%
BV 64	Number of private sector vacant properties returned to occupation as a result of local authority action	187	40	193	Yes	160	201
BV 213	Homelessness Prevention: The number of households per 1,000 households who considered themselves as homeless, who approached housing advice service, and for whom casework intervention resolved their situation	3.0	4	2.98	No, although performance was maintained at the current level, there were both resource capacity issues within the service and need to improve relationships with RSLs to ensure earlier intervention	3.0	tbc
LPSA2 PI3	Number of acceptances for homelessness (Unintentionally homeless and in priority need)	634	472	582	No, although reduction was made, this needs to improve further and includes earlier engagement with RSLs	375	tbc
NI 156	Number of households living in temporary accommodation	13.75	n/a	13.5	Not applicable as this is a new PI from 2008/09	n/a	15
Local PI	Average number of households in Bed and Breakfast during year per 1,000 households in city	-	n/a	0.052	n/a	0.058	0.052
NI 154	Net additional homes provided	New National PI set	New National PI set	New National PI set	n/a	n/a	tbc
NI 154	Net additional homes provided	New National PI set	New National PI set	New National PI set	n/a	n/a	tbc
NI187	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating	New National PI set	New National PI set	New National PI set	n/a	n/a	tbc

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KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement the findings of the Local Housing Market Assessment	Investigate the need for new social housing requirements in line with the LHMA that will establish the need for future housing requirements in the city, particularly amongst those who are disadvantaged	Implement findings of LHMA subject to Comprehensive Spending Review 2007 (CSR07) outcomes	Update the LHMA to reflect structural changes in the housing market	Target improvement in accommodation options for all residents and potential residents by developing housing and planning opportunities with housing partners	SP3	5	HSM
	Develop Affordable Housing Strategy based on findings of LHMA and develop new arrangements for housing within the Government's *Homes for the Future* Green Paper	Implement Affordable Housing Strategy	Review actions and implement remaining elements of strategy, including agreeing the percentage of affordable housing on sites over a certain size	Improve accommodation options for all residents, particularly those economically disadvantaged, by ensuring adequate supply of affordable housing in the city to help meet housing needs			
Contribute to Housing Market Assessment for the sub-region and the implementation of its findings	Implement findings of Assessment to assure investment within the region's Single Housing Investment Pot (SHIP3) submission	Target investment in the city based upon the region's SHIP3 capital allocations	Complete SHIP3 capital investment programme	Target improvements in accommodation options for all residents in Sunderland by working with housing and planning partners in city and sub-region	SP3	5	HSM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Reduce anti-social behaviour (ASB) in the Private Housing Sector	Target reduction in ASB amongst most prolific offenders and determine how best to monitor impact on fear of crime/ liveability	Progress local ASB agenda including incorporation of any changes in national policy and implement monitoring arrangements for most prolific offenders		Reduced fear of crime and ASB amongst public and improved satisfaction with how the public sector deals with these complaints	SP5	3	HRM
Assist in development and delivery of the Respect Agenda in the RSL and Private Rented sectors	Develop action plan with partner agencies such as Home Office, Police, Youth Offending Service, Children's Services, Private Sector etc. RSL's and Home Office Respect Team to implement agenda	Contribute to delivery of first phase of Respect Action Plan as appropriate	Review position and contribute where appropriate to implementation of remaining aspects of Respect Action Plan	Develop sustainable communities and improve liveability for residents, in specific localities to improve resident satisfaction with neighbourhoods (as measured through the Place Survey)			
Improve Housing Management Arrangements within the Private Sector	Review strategy for management of unlicensed Housing in Multiple Occupation (HIMOs) in private sector to identify best model(s) of enforcement across city	Implement appropriate models of enforcement action for management of HIMOs and monitor effectiveness of models to meet objectives	Review strategy for management of unlicensed HIMOs	Improved and assured quality of accommodation for city residents, including for those most social disadvantaged	SP3	5	HRM
	Monitor and evaluate Private Landlord Accreditation Scheme in Private Housing Sector in relation to the findings from the Stock Conditions Survey, Housing Market Assessment, reported level of anti social behaviour and feedback from partners	Implement improvements to Scheme in light of findings of evaluation	Review improvements to Scheme	Improved range and number of properties available for residents and potential residents of the city, by working with partners to encourage better governance in housing arrangements			

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Update the Supporting People (SP) Strategy	Collect and analyse data on a quarterly basis, report to decision-making groups and merge the strategy with Vulnerable Persons Housing Strategy	Implement findings of the new Strategy and plan new requirements in light of city's commissioning intentions and SP Programme Review	Review new Strategy in light of development of city's commissioning intentions in relation to accommodation options for socially disadvantaged people	Better meet the needs of socially disadvantaged people to maintain their independent living and to improve greater value for money across the council and city	SP4	2	SPM
Complete the Supporting People Service Review Programme and Improve the Supporting People contract and service monitoring framework	Implement findings from Supporting People Service Review Programme to improve and target supported accommodation options for specific and socially disadvantaged customer groups	Project completed - findings implemented		Needs of socially disadvantaged people are better met to maintain their independent living and to improve greater value for money across the council and city	SP4	5	SPM
Development of a service user consultation framework	Commission a consultant to analyse and advise on the effectiveness of consultation processes with socially disadvantaged individuals that could benefit from support through the SP programme	Revise the SP Marketing Plan	Update the consultation findings for the commissioning of new contracts in 2011/12	Customers views will be used to shape future service delivery mechanisms, improving customer responsiveness	SP4	2 5	SPM
Develop robust business planning arrangements for the HIA to improve service delivery	Produce and implement medium term business plan for HIA, with resources to meet demand for service in the context of changes to customer journey to minor/major alterations as result of Business Improvement Programme, including new service development	Produce and implement longer-term business plan for the HIA making best use of available resources	Implement next phase of longer-term business plan for HIA	Promote the independence and quality of life of vulnerable people, whilst delivering improved value for money and improving customer responsiveness	SP3	5	HIAM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Review Financial Assistance Policy for housing adaptations to improve service delivery for customers	Improve financial assistance arrangements for individuals via implementation of Financial Assistance Policy, including delivery of loans/ targeted arrangements for customers to help meet decent home standards, as part of improving customer journey	Work on a sub-regional basis towards development of financial assistance arrangements, including development of regional scheme		Promote independence and choice for people, including targeting support at those most socially disadvantaged and improving customer responsiveness, whilst making better use of available resources in relation to minor/major adaptations Improve number of properties that meet decent home standards for socially disabled individuals	SP3	5	HIAM
Meet the needs of vulnerable people	Improve level of support to prevent homelessness and contributory factors by maximising available resources, including seeking continuing funding for Home Visitors Develop action plan to meet new model for asylum seeker integration and improve BME support by maximising resources	Develop a Framework with partners to improve city's arrangements to prevent homeless-ness or the risk of homeless-ness by providing advice and support more consistently as early as possible to individuals	Implement Framework across the city, targeting specific groups of individuals, including ex-offenders and ex-service personnel	Better support for individuals and families at risk of homelessness, including those that are particularly socially disadvantaged, by improving preventative options for customers, at the same time as making better use of resources across the city Integrate new arrivals in the city, and prevent homelessness for vulnerable groups	SP4	2 5	HOM

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve range of more permanent 'move-on' accommodation for vulnerable people	Increase range of support available to move people from temporary to permanent accommodation, including help with finding available accommodation and maximising available resources	Work with SP Service to implement models to support individuals, including those most socially disadvantaged to find appropriate 'move-on' accommodation	Evaluate models implemented to ensure their effectiveness	Better support for individuals and families at risk of homelessness and promoting their independence	SP3	5	HOM
	Improve consultation with customers to shape services around needs, as well as statutory duties of services	Formally implement consultation into commissioning intentions (e.g. through SP Programme)		Improve customer responsiveness by shaping services and support around their needs, particularly socially disadvantaged individuals, and reduce their risk of homelessness.			
	Plan Choice-Based Letting (CBL) Scheme for the city modelled on Government guidance, maximising available resources in the city/sub-region	Implement arrangements for introduction of CBL Scheme	Final phase of implementation of Scheme and evaluate its effectiveness	Assure the range and quality of housing available to residents of Sunderland, improve customer responsiveness across partners in city and make better use of citywide resources			

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FINANCIAL

HOME IMPROVEMENT AGENCY

The revised estimate for 2007/08 and original estimate for 2008/09 includes 25% of the cost of the Head of Housing

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	5,349	0	312,471	Employees	318,470
2	0	0	8,139	Transport	8,139
3	3,652	0	42,964	Supplies and Services	23,033
	9,001	0	363,574		349,642
4	0	0	315,652	Less Income	300,960
	9,001	0	47,922	**Delegated Budget**	48,682
				Non-Delegated Items	
5	280	0	9,256	Employees - FRS17 pensions adjustment	13,935
6	0	0	10,464	Central Support Service Recharges	31,211
7	0	0	55,287	Departmental Administration	64,897
	280	0	75,007	**Non-Delegated Budget**	110,043
	9,281	0	122,929	**TOTAL BUDGET**	158,725
	1.0	0.0	9.3	**Total No. of Staff**	9.3

Responsible Budget Holders
Head of Housing
Home Improvement Agency Manager

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HOUSING RENEWAL

The revised estimate for 2007/08 and original estimate for 2008/09 includes 37.5% of the cost of the Head of Housing. The use of Working Neighbourhoods Fund (WNF) in 2008/09 is subject to review.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	926,512	1,121,086	1,043,711	Employees	1,073,264
2	11,004	22,221	22,504	Transport	22,504
3	196,392	61,860	111,685	Supplies and Services	61,836
4	274,586	0	0	Delegated Budget c/fwd	0
	1,408,494	1,205,167	1,177,900		1,157,604
				Less Income	
5	97,040	193,983	243,983	Miscellaneous Grants	216,498
6	199,942	100,000	100,000	Home Office Grant	100,000
7	40,400	40,400	40,400	Recharge to SIB	41,410
8	211,305	158,170	86,970	Fees and Charges	80,519
9	135,543	0	0	Delegated Budget b/fwd	0
	684,230	492,553	471,353		438,427
	724,264	712,614	706,547	**Delegated Budget**	719,177
				Non-Delegated Items	
10	42,617	26,692	34,805	Employees - FRS17 pensions adjustment	47,403
11	193,749	146,894	63,059	Central Support Service Recharges	80,471
12	262,147	291,976	291,976	Departmental Administration	233,068
13	834,061	43,000	43,000	Asset Charges- Deferred Charges	67,227
	1,332,574	508,562	432,840	**Non-Delegated Budget**	428,169
	2,056,838	1,221,176	1,139,387	**TOTAL BUDGET**	1,147,346
	37.0	37.5	36.4	**Total No. of Staff**	36.4

Responsible Budget Holders
Head of Housing
Housing Renewals Manager

FURTHER INFORMATION

For further information about the service please see the Housing Renewal Service Plan or contact Derek Welsh Housing Renewals Manager, Tel: (0191) 553 1652.

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

HOUSING STRATEGY / ADVICE AND HOMELESSNESS

The revised estimate for 2007/08 and original estimate for 2008/09 includes 37.5% of the cost of the Head of Housing. The use of Working Neighbourhoods Fund in 2008/09 is subject to review.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	915,893	1,038,452	1,014,394	Employees	1,007,524
2	47,550	0	0	Premises	0
3	3,027	10,102	10,384	Transport	10,384
4	204,856	268,600	273,150	Supplies and Services	272,230
5	896,341	844,742	844,742	Asylum Seekers Payments	866,536
6	21,857	0	0	Delegated Budget c/fwd	0
	2,089,524	2,161,896	2,142,670		2,156,674
				Less Income	
7	75,146	97,115	97,115	Income	99,543
8	11,330	40,000	40,000	Home Office Grant - Homelessness	40,000
9	958,699	958,346	958,346	Home Office Grant - Asylum Seekers	967,580
10	15,000	0	5,000	Delegated Budget b/fwd	0
	1,060,175	1,095,461	1,100,461		1,107,123
	1,029,349	1,066,435	1,042,209	**Delegated Budget**	1,049,551
				Non-Delegated Items	
11	44,843	25,741	33,054	Employees - FRS17 pensions adjustment	43,602
12	169,074	124,219	73,994	Central Support Service Recharges	92,410
13	48,714	58,410	58,410	Departmental Administration	129,650
14	27,227	27,227	27,227	Asset Charges - Deferred Charges	0
	289,858	235,597	192,685	**Non-Delegated Budget**	265,662
	1,319,207	1,302,032	1,234,894	**TOTAL BUDGET**	1,315,213
	32.0	32.5	30.4	**Total No. of Staff**	30.4

Responsible Budget Holders
Head of Housing
Housing Strategy Manager/Housing Options Manager

HOUSING AND PUBLIC HEALTH

HOUSING SERVICE

SUPPORTING PEOPLE

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	137,375	167,345	167,345	Employees	169,134
2	689	2,000	2,000	Transport	2,000
3	5,216,867	5,579,831	6,091,809	Supplies and Services	6,653,834
4	5,496,932	5,666,703	5,666,703	Third Party Payments	5,772,432
5	1,217,978	1,696,000	1,093,000	Delegated Budget Surplus C/fwd	339,000
	12,069,841	13,111,879	13,020,857		12,936,400
				Less Income	
6	11,303,649	11,452,879	11,452,879	Grants - Revenue	11,443,400
7	50,000	350,000	350,000	Client Contributions	400,000
8	716,192	1,309,000	1,217,978	Delegated Budget b/fwd	1,093,000
	12,069,841	13,111,879	13,020,857		12,936,400
	0	0	0	**Delegated Budget**	0
				Non-Delegated Items	
9	7,087	4,792	5,979	Employees - FRS17 Pensions Adjustments	7,368
10	7,271	9,060	54,575	Central Support Services Recharges	174,918
	14,358	13,852	60,554	**Non-Delegated Budget**	182,286
	14,358	13,852	60,554	**TOTAL BUDGET**	182,286
	5.0	5.0	5.0	**Total No. of Staff**	5.0

Responsible Budget Holders
Head of Housing
Supporting People Manager

FURTHER INFORMATION
For further information about the service please see the Homelessness Strategy, Housing Strategy 2006-2011, Supporting People Five year Strategy or contact Alan Caddick, Head of Housing Service, Tel: (0191) 566 1711.

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide an enforcement and regulatory service for environmental control in order to protect and enhance human health. To achieve this aim, the service:

- Undertakes programmes of proactive risk based inspections and appropriate enforcement (Food Hygiene and Health and Safety)
- Responds to requests for service, advice and accident notifications within stipulated timescales
- Samples foodstuffs for examination/analysis and investigates food poisoning notifications
- Provides an educational programme on issues, including tobacco control, nutrition and Healthy City policies
- Conducts a risk based inspection programme (Health and Safety) together with investigation of accident and incident notifications
- Ensures that air quality in Sunderland complies with the Standards and Objectives for Local Air Quality Management
- Ensures that the requirements of Local Pollution Control and Integrated Pollution Prevention and Control legislation are met
- Ensures that residents are free from statutory nuisances such as noise, smoke and odour
- Ensures that potentially contaminated land is identified and remediated where necessary to ensure that it is suitable for use
- Investigates and carries out treatments for public health significant pests, including rats, mice, cockroaches, fleas and bed bugs and treatments for other pests including insects
- Proactively aims to reduce the number of nuisance birds using the City Centre as a nesting site
- Collects stray dogs and proactively promotes responsible dog ownership
- Undertakes a programme of risk assessed inspections in relation to trading standards
- Inspects premises and enforces animal health legislation to ensure high standards of health and welfare
- Investigates areas of trade that prompt concern and publicises the results where appropriate
- Responds to all requests for service within stipulated timescales and investigates alleged offences where appropriate
- Provides advice to businesses on request or where necessary.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The latest data Chartered Institute of Public Finance and Accountancy (CIPFA) statistics (2006/07) in respect of trading standards show that 94% of businesses were satisfied with advice received whilst 95.40% of the public were similarly satisfied with the advice and assistance provided to both buyers and sellers across the city by Trading Standards and Consumer Advice Officers.

During 2007 there were 35 compliments received by the service and only 7 complaints all of which were resolved. Close monitoring of customer comments and complaints is undertaken to inform the continual improvement of services.

In response to feedback from the State of the City Debate 2006, which raised issues of dealing with seagulls and pigeons in the city, work has continued during 2007/08 to deliver a seasonal disturbance programme and remove discarded food sources. Disturbance work will continue to be carried out on a seasonal basis as this is the most practical means of reducing bird numbers.

A Charter Mark surveillance assessment was carried out in 2007 and as a result the award was re-confirmed in May 2007 with no non-conformances recorded. The introduction by Government of a new customer service standard from 2009 to replace the existing Charter Mark will require extensive work to be undertaken by the service in preparation to seek accreditation to the new standard.

Trading Standards and Consumer Advice was subject to an IDeA Peer Review in February 2006 , this identified minor service improvements which were to be addressed via an Improvement Plan. Actions implemented include establishing lead officers for key service areas and a mapping exercise has been carried out in connection with a staff development scheme. Staff training will continue to be offered in order to develop staff personally and corporately.

The service continues to participate in the Consumer Direct Call Centre, which provides public access to information and referral to the relevant service delivery teams in appropriate cases. The Single-Non Emergency Number (101) service provides additional means of public contact especially for 'out of hours' calls and has resulted in generating a significant number of calls to the service.

The web pages on the council website are regularly reviewed and updated to provide information for customers.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Staffing levels within the Environmental Health service remain stable with no skill shortages being experienced at this time. Staff training has been provided in relation to operating the Consumer Direct service. Neighbourhood Renewal Funding has allowed the continued employment of a dedicated Tobacco Control Officer.

Impact Needs Requirement Assessments (INRAs) have been carried out in respect of service policy and procedures. Actions identified include the ongoing provision of staff training in relation to equality issues. Equality training is to be provided for all staff both on-line and paper based. All actions in relation to INRAs will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

In respect of staff training, the Assistant Head of Service (Environmental Health and Consumer Protection) has been awarded a degree in management in September 2007. Staff have received training in the new CAPS database system and this is now being used in some operational areas of the service. Project activity relating to the Council's Improvement Programme has commenced and this will be managed utilising Prince 2 methodology. All members of the senior management team have attended the Sunderland Leadership Programme.

Corporate, directorate and management information is cascaded to staff on a weekly basis.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Increased participation by city catering premises in the Heart Beat Award (a nationally recognised award given to caterers who demonstrate a commitment to customer care through the provision of a healthier environment and healthier food choices) is producing improvements in respect of Sunderland Strategic Priority 4 (Improving health and social care) and Emerging Theme 2 of the new Sunderland Strategy (Healthy City). The Heart Beat Award scheme has continued to be promoted and 156 awards were made during 2007.

All performance indicators are reported quarterly via performance workbooks and areas of risk are discussed at the directorate performance clinic. Performance data will continue to be provided to corporate timescales.

The service has a Risk Management Plan in place, which has highlighted a number of risks such as the illegal release of information when responding to requests under the Freedom of Information Act or the Data Protection Act. Continued training is offered to staff to minimise the possibilities of offering incorrect information together with effective team working.

The Assistant Head of Environmental Services leads identified members of the management team in providing response to emergency incidents. Work will continue in conjunction with the council's emergency planning team to refine response plans and conduct exercises.

Sunderland is lower quartile for estimated costs in 2007/08, in respect of Environmental and Public Health Services when compared against both Metropolitan Authorities (3rd of 36) and nearest neighbours (2nd of 16). This comparatively low cost has been achieved against a backdrop of the service performing well against performance indicators.

BVPI 166a (score against a checklist of environmental health best practice) and BVPI 166b (score against a checklist of best practice for Trading Standards) were both 100% in 2006/07. Performance is top quartile when compared to All England and Metropolitan Authorities. Both indicators are upper threshold in the CPA Environment Block.

BVPI 217 (pollution control improvements to existing installations completed in time) significantly improved to 100% in 2006/07 from 64% in 2005/06. This performance is top quartile when compared to All England and Metropolitan Authorities, compared with lower quartile performance in 2005/06.

Sunderland is in lower median quartile for estimated costs, in respect of Consumer Protection, for 2007/08 compared against Metropolitan Authorities (12th of 36) and in lower quartile compared to nearest neighbours (4th of 16).

Performance is upper threshold in the CPA Environment Block for 2006/07 for the following CPA indicators; E30 (consumer satisfaction with trading standards service), E31 (business satisfaction with trading standards service), E32 (the number of trading standards visits to high risk premises) and E33 (trading standards levels of business compliance, high, medium and low risk premises).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Environmental Health undertakes a number of activities that support achievement of the Sunderland Strategic Priorities and Emerging Themes.

In respect of Strategic Priority 1 - Creating a Prosperous City (Emerging Theme 1 - Prosperous city) the service provides trained and knowledgeable staff that engage in targeting specific categories of risks as part of a government initiative to provide a level playing field in areas of business.

For Strategic Priority 6 - Raising standards and improving access and participation in learning (Emerging Theme 4 - Learning city) the service provides educational and training initiatives for young people to improve their achievements in education.

As regards Strategic Priority 7 - Developing an attractive and accessible city (Emerging Theme 5 - Attractive and Inclusive city) the service has continued promotion of smoke free premises (now a legislative requirement since July 2007), control over potentially polluting processes, identification and remediation of contaminated land, increasing public awareness of environmental issues, reducing the number of birds nesting in the city and associated nuisance and responding to requests to eradicate pest infestations.

The partnership with other Tyne and Wear Authorities and a consultancy firm with regard to the Safer Food, Better Business programme for food businesses throughout region has resulted in the delivery of several training courses to a wide range of food retailers, restaurants and cafes across the city. These will continue together with the provision of advice to businesses during inspections.

Environmental Health is working with the Health and Safety Executive in the provision of Flexible Warrants. These allow one enforcing authority to appoint another suitably qualified enforcement authority to act within its areas of responsibility. This is allowing more efficient use of enforcement resource and providing effective and speedier responses to issues of significant risk.

The Washington Safer Working Community involved close liaison between Environmental Health, the Media Team and Government News Network (GNN) to provide increased information in relation to services available and has now ended, but follow up action consisting of visits to previously unregistered premises is continuing.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Arrange for the rapid removal of abandoned vehicles. There is also a free service for the disposal of vehicles, which can no longer be made roadworthy, to prevent them being dumped	**R.44** Consideration is given to joining to the Abandoned Vehicle Action Information Liaison (AVAIL) scheme, which operates in tandem with the Northumbria Police Vehicle Recovery Scheme (NPVRS) and the council's existing arrangements	Considered with commencement April 2007	Continued partnership in AVAIL scheme subject to positive year 1 evaluation. Ongoing reduction in BVPI 218 (a&b)	Improvement in the time for which abandoned vehicles are investigated and removed
Respond to requests for the removal of drugs paraphernalia.	**R.45** Environmental Services plots data on requests for the removal of drugs paraphernalia and shares that data with the Local Multi Agency Problem Solving (LMAPS) groups	Environmental Services is continuing to plot data and share intelligence with partners within Sunderland but not in any formal way with the LMAPS Groups - systems required to enable information to be cascaded to these groups	Ongoing	Improved intelligence in relation to drugs paraphernalia leading to reduction in incidents
Service has run a successful Together clean up and enforcement campaign in the Hendon area	**R.46** Environmental Services already has resources allocated for clean up and enforcement in 'hot spots' for environmental nuisance this year including Washington. This activity should be closely aligned to a strategic approach to tackling anti-social behaviour - with the geographic areas to be tackled being determined through the internal Anti-Social Behaviour Officers Group, and then linked to the targeted problem solving work of the LMAPS at a local level	Clean up work commenced. Linkages with LMAPS from December 2006	Linkages with LMAPS to continue Development workshops are planned to commence in February 2008 The cleansing element of the work being progressed in the Back on the Map area is not included in the funding for 2008/09.Performance Monitoring is ongoing and an exit strategy will be developed for the end of the project on 31st March 2008	Continued core involvement with LMAPS Outcomes will be developed from the workshops. Improved intelligence in relation to environmental nuisance, increased satisfaction with street cleansing in the city

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Patrol and enforcement functions of the park wardens, and the neighbourhood patrollers/ enforcement officers responsible for littering, fly tipping, and dog fouling	**R.47** The tasking and coordination of the patrol and enforcement functions of the park wardens, and the neighbourhood patrollers/enforcement officers responsible for littering, fly tipping, and dog fouling should be driven through the internal ASB Officers Group linking also to the LMAPS groups	Awaiting confirmation of delegated powers (likely to be Quarter 4 2007/08) e.g. issue of fixed penalty notices in line with the powers available via the Clean Neighbourhood and Environment Act 2005.	Identify appropriate staff to undertake enforcement of powers permitted under the legislation Implement delegated powers e.g. issue of fixed penalty notices	Quicker and more effective enforcement Improved street scene and liveability

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 166a	Score against checklist of enforcement best practice (Environmental Health)	100%	100%	100%	Yes	100%	100%
BVPI 166b	Score against checklist of enforcement best practice (Trading Standards)	100%	100%	100%	Yes	100%	100%
BVPI 216a	Number of sites of potential concern in respect of land contamination	239	232	230	No - major investigation underway	224	217
BVPI 216b	Number of sites which have information available so as to decide whether remediation is necessary as % of all sites of concern	3%	3%	3%	Yes	3%	3%
BVPI 217	Percentage of pollution control improvements to existing installations completed on time	64%	90%	100%	Yes	90%	90%
OP1	% of requests for service responded to within 3 working days	96%	100%	96%	No - aspirational target	100%	100%
OP2	Number of air quality updates on website	365	365	365	Yes	365	365
OP1	% of vehicles tested at 6 monthly intervals	100%	100%	100%	Yes	100%	100%

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Reduce Contaminated Land in Sunderland	Review Contaminated Land Strategy to reflect nationally changing criteria and local properties	Implement changes to Contaminated Land Strategy and continue to contribute to safe development of brownfield land	Continued implementation and review of Contaminated Land Strategy	Reduced threat to environment and community by reducing sites that are of potential concern by 3%	SP7	2	AHES
Implement Codes of Practice for food businesses	Implement new legislation and code of practice as specified by the Food Standards Authority	Improve number of premises which are compliant with legislation and food hygiene practices.	Continued improvement in number of premises basically compliant with regulations with anticipated reduced advisory input required.	100% of scheduled hygiene inspections carried out - reduced danger to public safety. Increased knowledge in businesses	CI01		AHES
Implement Clean Neighbourhood and Environment Act 2005 (Light and Insect nuisance)	Review provision of service in respect of investigation of light and nuisance	Implement relevant provisions of legislation	Review provision and embed in service delivery	Reduced environmental damage and increased positive public perception Number of proven nuisances remedied	SP7 CI01	2	AHES

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

FINANCIAL

ENVIRONMENTAL HEALTH

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	323,880	361,469	362,849	Employees	381,092
2	4,719	4,167	4,167	Transport	4,167
3	70,773	19,980	19,637	Supplies and Services	19,647
4	38,171	0	0	Revenue Contribution to Capital	0
5	11,974	0	0	Delegated Budget c/fwd	0
	449,517	385,616	386,653		404,906
6	116,356	67,753	67,753	Less Income	70,969
	333,161	317,863	318,900	**Delegated Budget**	333,937
				Non-Delegated Items	
7	15,562	9,257	11,551	Employees - FRS17 Pensions Adjustment	16,168
8	98,688	149,955	149,955	Central Support Service Recharges	177,648
9	115,004	111,841	111,841	Departmental Administration	103,262
10	13,000	13,000	18,000	Asset Charges	13,000
	242,254	284,053	291,347	**Non-Delegated Budget**	310,078
	575,415	601,916	610,247	**TOTAL BUDGET**	644,015
	10.0	11.5	11.5	**Total No. of Staff**	11.5

Responsible Budget Holder
Assistant Head of Environmental Services

ENVIRONMENTAL HEALTH SUPPORT

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	406,497	400,470	402,320	Employees	360,108
2	5,867	5,842	5,842	Transport	5,842
3	31,094	23,975	23,975	Supplies and Services	23,978
4	(20,728)	0	0	Delegated Budget c/fwd	0
	422,730	430,287	432,137		389,928
				Less Income	
5	21,283	0	0	Delegated Budget b/fwd	0
	401,447	430,287	432,137	**Delegated Budget**	389,928
				Non-Delegated Items	
6	132,075	109,151	109,151	Central Support Service Recharges	106,584
7	14,824	14,527	14,527	Departmental Administration	14,963
	146,899	123,678	123,678		121,547
8	569,630	553,965	553,965	Less Income	511,475
	(422,731)	(430,287)	(430,287)	**Non-Delegated Budget**	(389,928)
	(21,284)	0	1,850	**TOTAL BUDGET**	0
	14.5	14.5	14.5	**Total No. of Staff**	13.5

Responsible Budget Holder
Assistant Head of Environmental Services

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

TRADING STANDARDS AND CONSUMER ADVICE

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	372,008	400,888	402,737	Employees	409,018
2	9,110	10,261	10,261	Transport	10,261
3	22,575	9,528	34,979	Supplies and Services	9,530
4	60,109	60,684	60,684	Third Party Payments	62,201
5	24,919	0	0	Delegated Budget c/fwd	0
	488,721	481,361	508,661		491,010
6	29,372	12,384	37,897	Less Income	13,003
	459,349	468,977	470,764	**Delegated Budget**	478,007
				Non-Delegated Items	
7	18,723	10,386	12,958	Employees - FRS17 Pensions Adjustment	17,116
8	122,249	114,388	114,388	Central Support Service Recharges	115,240
9	80,476	78,263	78,263	Departmental Administration	72,260
	221,448	203,037	205,609	**Non-Delegated Budget**	204,616
	680,797	672,014	676,373	**TOTAL BUDGET**	682,623
	11.0	12.0	12.0	**Total No. of Staff**	12.0

Responsible Budget Holder
Assistant Head of Environmental Services

COMMERCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	365,314	399,597	401,454	Employees	426,630
2	10,168	0	0	Premises	0
3	7,157	7,145	7,145	Transport	7,145
4	30,211	24,206	23,884	Supplies and Services	24,208
5	29,944	0	0	Delegated Budget c/fwd	0
	442,794	430,948	432,483		457,983
6	13,321	5,210	5,210	Less Income	5,471
	429,473	425,738	427,273	**Delegated Budget**	452,512
				Non-Delegated Items	
7	18,272	10,190	12,714	Employees - FRS17 Pensions Adjustment	17,940
8	75,514	97,898	97,898	Central Support Service Recharges	102,330
9	170,719	166,024	166,024	Departmental Administration	153,290
	264,505	274,112	276,636	**Non-Delegated Budget**	273,560
	693,978	699,850	703,909	**TOTAL BUDGET**	726,072
	9.5	10.5	10.5	**Total No. of Staff**	11.0

Responsible Budget Holder
Assistant Head of Environmental Services

HOUSING AND PUBLIC HEALTH

ENVIRONMENTAL HEALTH

PEST AND ANIMALCONTROL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	174,979	153,695	162,104	Employees	173,407
2	57,806	37,320	37,320	Transport	37,320
3	29,652	30,339	30,121	Supplies and Services	30,216
4	(33,352)	0	0	Delegated Budget c/fwd	0
	229,085	221,354	229,545		240,943
5	20,851	110,722	110,722	Less Income	116,258
	208,234	110,632	118,823	**Delegated Budget**	124,685
				Non-Delegated Items	
6	8,391	3,840	4,790	Employees - FRS17 Pensions Adjustment	6,800
7	14,011	24,777	24,777	Central Support Service Recharges	18,593
8	77,890	75,748	75,748	Departmental Administration	69,938
	100,292	104,365	105,315	**Non-Delegated Budget**	95,331
	308,526	214,997	224,138	**TOTAL BUDGET**	220,016
	8.0	8.0	8.0	**Total No. of Staff**	8.0

Responsible Budget Holder
Assistant Head of Environmental Services

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services, Tel: (0191) 561 4501.

HOUSING AND PUBLIC HEALTH

LICENSING

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the protection of public safety via the licensing function. To achieve this aim, the service:

- Licenses Hackney Carriage and Private Hire vehicles, drivers and operators
- Licenses premises used for the sale of alcohol, public entertainment and late night refreshment
- Administers miscellaneous licensing and registrations incorporated in Environmental Health and other legislation
- Licenses premises used for gambling.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The service uses feedback from customers via a number of consultation mechanisms such as trade liaison meetings. A programme of meetings is held with trade organisations (12 per annum) so that feedback can shape the delivery of future service provision. This has informed service improvements in the past in relation to taxi operators, one example being the synchronisation with Children's Services when contacting the Criminal Records Bureau with regard to licensing applications.

Extensive consultation on the Gambling Policy was carried out in accordance with The Gambling Commissions Guidance and responses were received from the British Casino Association, RAL Limited, British Beer and Pub Association, Association of British Bookmakers Ltd and GAMCARE. This consultation led to slight amendment of the policy before ratification by the council. The policy has now been implemented.

Representatives from the service have continued to attend meetings of Pub Watch, which aims to provide a safer social drinking environment in all licensed premises in the city. Feedback from the licensed trade is considered in relation to actions to be implemented.

A future aim for the service was to examine the possibility of having an on-line application facility for licensing and gambling activities, as this would improve access and convenience for businesses. This will be included as a future project in the council's Improvement Programme.

Licensing information is available online, and is maintained and kept up to date in order to improve public access to information.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The service uses technical and professional skills to administer the licensing function and this has now been extended to the implementation of the Gambling Act 2005 after the provision of appropriate training. Staff have also been trained in use of the new CAPS database system and is being used to record customer information.

Impact Needs Requirement Assessments (INRA) have been carried out in respect of service policy and procedures. Actions identified include the ongoing provision of staff training in relation to equality issues. Consultation in relation to the revised Licensing Policy has been concluded. Equality training is to be provided for all staff both on-line and paper based. All actions in relation to INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

There continues to be equality of access to the taxi driver's knowledge test by the provision of an oral examination and the availability of test papers in alternative languages. Interpreters are also available at licensing hearings. The Gambling Act 2005 policy is offered in a variety of languages and formats.

There is a dedicated area of the council's website which sets out services offered by the section and contact details which increases the opportunity for members of the public to find out about and utilise its services. This continues to be maintained on an ongoing basis.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The service has a Risk Management Plan in place which has highlighted a number of risks such as the illegal release of information when responding to requests under the Freedom of Information Act 2000 or the Data Protection Act 1998. Continued training is offered to staff to minimise the possibilities of offering incorrect information.

LICENSING

The Assistant Head of Environmental Services leads identified members of the management team in providing response to emergency incidents. Work will continue in conjunction with the council's emergency planning team to refine response plans and conduct exercises.

Business Continuity Planning is reviewed on a regular basis. The service has identified that its critical function is the continued ability to apply relevant legislation to protect the health of the public and legitimate businesses.

Sunderland is lower quartile for its estimated costs in 2007/08, in respect of Licensing when compared against both Metropolitan Authorities (7th of 36) and nearest neighbours (3rd of 16). This represents a significant achievement, with the service performing at 100% in relation to the number of vehicles inspected to verify road safety.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The service undertakes a number of activities that support achievement of the Sunderland Strategy Strategic Priorities and Emerging Themes.

Regarding Strategic Priority 1 Creating a Prosperous City (Emerging Theme 1 - Prosperous City), the service ensures an efficient well-structured licensing regime with proportional enforcement leading to effective taxi trade and other licensed business activities.

With regard to Strategic Priority 5 Reducing Crime, Fear of Crime, Anti-Social Behaviour and Substance Misuse (Emerging Theme 3 - Safe City) the service undertakes targeted test purchases of alcohol to minimise the sale of alcohol to minors to minimise anti-social behaviour that can arise from such instances. Also in support of this priority a successful pilot scheme was carried out in relation to taxi rank marshals with future continuation to be determined by security staff.

The service has created a joint enforcement policy and is continuing discussions to seek the agreement of Northumbria Police and Tyne and Wear Fire and Rescue.

Discussions are continuing as to whether it will be possible to introduce new taxi plates that reflect the corporate image logo.

Section 17 of the Crime and Disorder Act (1998)

For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Licensing responsibilities including taxi, liquor, tobacco, entertainments and fireworks sales. New Licensing Policy with prevention of crime and disorder elements	**R.42** Consider a sustained programme of joint enforcement of licensed premises together with the police and fire and rescue service	Ongoing programme of joint enforcement for licensed premises in partnership with the police - Commenced and ongoing	Risk-based assessment of inspection, frequency and schedules	Completion of proposed inspections

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP1	% of vehicles tested at 6 monthly intervals	100%	100%	100%	Yes	100%	100%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Prevent gambling from being a source of crime or disorder, being associated with crime and disorder or being used to support crime; ensuring that gambling is conducted in a fair and open way; and protecting children and other vulnerable persons from being harmed or exploited by gambling	Review operation of licensing regime including administration in order to determine effectiveness for purpose	Maintain enforcement activity in order to ensure statutory objectives are being met and that our actions protect citizens from illegal operations	Maintain enforcement activity in order to ensure statutory objectives are being met and that our actions protect citizens from illegal operations	Business compliance with legislation resulting in public protection by ensuring adherence with conditions deals with problem/ underage gambling	SP5 CI01	3	LM
Administer Licensing Act 2003 to prevent crime and disorder, public safety, the prevention of public nuisance and the protection of children from harm	Continued review of operation in order to determine effectiveness for purpose	Maintain enforcement activity in order to ensure statutory objectives are being met	Maintain enforcement activity in order to ensure statutory objectives are being met	Effective policy in operation, licensed premises compliance with legislation which leads to safer licensed premises	SP5 CI01	3	LM
Administer other related licensing activities such as street trading and street charitable collections in order to help to maintain a vibrant city centre and other trading environments and to help protect the public from fraud	Maintain enforcement activity in order to protect the public and promote vibrant trading environments	Maintain enforcement activity in order to protect the public and promote vibrant trading environments	Maintain enforcement activity in order to protect the public and promote vibrant trading environments	100% of scheduled premises inspected	SP5	3	LM

HOUSING AND PUBLIC HEALTH

LICENSING

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	250,322	226,398	227,450	Employees	251,581
2	46,677	47,746	47,746	Transport	47,746
3	88,717	26,408	26,360	Supplies and Services	26,409
4	13,906	4,846	4,846	Agency and Contracted Services	4,967
5	38,280	0	0	Delegated Budget c/fwd	0
	437,902	305,398	306,402		330,703
				Less Income	
6	568,029	529,481	529,481	Income	555,954
7	61,045	0	0	Delegated Budget b/fwd	0
	629,074	529,481	529,481		555,954
	(191,172)	(224,083)	(223,079)	**Delegated Budget**	(225,251)
				Non-Delegated Items	
8	11,576	5,898	7,359	Employees - FRS17 Pensions Adjustment	10,910
9	72,930	117,857	117,857	Central Support Service Recharges	92,538
10	51,577	50,134	50,134	Departmental Admin	46,289
	136,083	173,889	175,350	**Non-Delegated Budget**	149,737
	(55,089)	(50,194)	(47,729)	**TOTAL BUDGET**	(75,514)
	10.0	9.0	9.0	**Total No. of Staff**	10.0

Responsible Budget Holder
Assistant Head of Environmental Services

FURTHER INFORMATION
For further information about the service please see the Licensing Policy Statement, Gambling Policy Statement or the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501

HOUSING AND PUBLIC HEALTH

REGISTRARS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver a Registration Service within Sunderland in accordance with statute and instructions laid down by the General Register Office, (GRO). To achieve this aim the service:

- Registers every birth, still-birth, death, civil marriage and civil partnership in Sunderland
- Attends nominated outstations to provide a registration service by appointment
- Provides a Registrar of Marriages at any church without its own Authorised Person
- Arranges reaffirmation ceremonies upon request
- Provides Citizenship Ceremonies on a monthly basis and non-standard ceremonies whenever requested
- Arranges naming ceremonies upon request
- Provides certified copy certificates for births, deaths, marriages and civil partnerships registered in Sunderland
- Is working towards implementation of new governance arrangements in keeping with the Government's wider reform agenda, which modernises civil registration and enables the delivery of a local registration service.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Customer feedback has been received in relation to difficulty in accessing the Register Office at the Civic Centre. Wheelchair users, pushchair users and less able-bodied persons can only access the office from Burdon Road which adds to time taken to arrive for scheduled appointments and can impair the enjoyment of ceremonies or add further distress to those customers needing to register deaths. Formal planning approval has now been given for the installation of an elevator. The tender process to award the construction works commenced in December 2007. Priority attention has being given to ensure commencement of works in March 2008 for completion during 2008/09.

In preparation for the introduction of New Governance arrangements, a Service Delivery Plan, outlining how it is intended to deliver a registration service in Sunderland within the framework of the new arrangements has been submitted to the Registrar General. A six-month period of consultation with staff and the Registrar General is underway. A review of the Registration Service will be completed to ensure adequate resource planning for the new arrangements.

Customer feedback is received through the corporate compliments/complaints procedure, Have My Say (corporate web pages), and Feedback (departmental service web pages). This informs the continual improvement of service delivery. In addition, the Annual Residents Survey 2007 included the Registrars Service for the first time.

A central component of national modernisation is implementation of a new computer system called RON (Registration Online). Live registration on RON in Sunderland commenced in October 2007. ICT will prepare an Outlook calendar that notes critical service hours that correlates with systems downtime to minimise service disruption. Service requirements will be incorporated into the Directorate Service Level Agreement. System performance, staff and customer feedback will be monitored and the Service will liaise with the ICT Unit in the Office of the Chief Executive and the GRO regarding ongoing service improvements identified.

A project to digitise remaining birth and death indexes commenced in August 2007. The project will continue to conclude digitisation of all events registered in Sunderland and transfer the data to the service web pages for public consumption.

Progress has been made to enable credit and debit card payments to be processed directly within the service. Equipment has been ordered and training was provided in the fourth quarter of 2007/08

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

New Governance Arrangements have necessitated a structure review to ensure that the standard of service delivery is maintained. The existing Additional Superintendent Registrar retired in September 2007, a recruitment process has been undertaken to fill that role. The structure review itself has been considered and approved and is being phased in. The Service will maintain staff consultation and liaison with Human Resources throughout the period of moving to the revised service structure.

Communication is being maintained with representatives from the Sunderland Royal Hospital regarding registration of births at the premises. Preferences regarding birth registration taken from the birth registration surveys conducted in 2007 will be used as the business case to establish a further registration outstation at the Sunderland Royal Hospital.

Impact Needs Requirements Assessments (INRAs) of each area of service, combined with customer feedback and consultation has resulted in the preparation of service specific scripts for civil partnership ceremonies, naming ceremonies and reaffirmation ceremonies. Three, improved, unique scripts have also been prepared for marriage ceremonies. The citizenship ceremony has been revised to accommodate Guests of Honour and choirs from local schools and communities. INRAs will be reviewed annually to reflect changes in service delivery. Customer service and equality training was undertaken in November 2007 to ensure service delivery meets Best Practice for Registration, however, this will be superseded in April 2008 with the implementation of New Governance and the Good Practice Guide for Local Registration Services.

The service ensures that Cabinet members receive briefings in relation to financial matters and service developments. Progress in respect of current changes in service delivery is being reported to Cabinet and Portfolio Holders.

Weekly staff meetings remain ongoing and training has been undertaken with the North East Training Working Group (NETWorks), a regionally established training forum for the registration service, for which Sunderland provides the Chair and Secretariat. Performance appraisals are undertaken for all staff annually. Additionally, one to one meetings are conducted regularly to compliment the annual appraisal meeting.

The Washington Town Centre Library hosts an outstation to facilitate registration of births and The Washington Town Centre Library hosts an outstation to facilitate registration of births and deaths for the communities in Washington. The premises will be refurbished in 2008 necessitating closure of the building for up to 12 months. Liaison is being maintained with Project and Service Development service within the Community and Cultural Services directorate to ensure that service is retained in Washington at alternative temporary accommodation.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
From 1 April 2008, the council will adopt New Governance as a means of delivering a local registration service and, for the first time, this will involve meeting national standards on service delivery. Performance will be measured against national performance indicators that cut across 10 areas of the service involving up to 60 criteria.

A Service Level Agreement will be arranged with the Sunderland Royal Hospital to launch a service to register births at the hospital on a trial basis from 1 April 2008. The launch is dependent upon a stable and reliable means of registering using RON, but it is hoped to establish on-line and on-site e-payment facilities to become operational in 2008.

A Risk Register has been prepared and currently identifies fourteen actions to be addressed and monitored. A quarterly update is presented to the Community and Cultural Services Directorate Management Team.

The Service Continuity Plan for the Registration Service is reviewed twice each year. Key aspects of the service and principal contacts are also identified in the Directorate's Business Continuity Plan and the Specific Plan relating to Influenza Pandemic. The service was involved in both training and desktop exercises in 2007

Directorate surpluses have been utilised to revise the quality of service literature produced and the quality of services provided. A revised ceremonies brochure was published in 2007, promoting the ceremonies available in Sunderland and the preliminary arrangements where appropriate. Revised booklets for the marriage service available at each type of venue are now available. Further material to promote the service is to be designed with the Corporate Communications service within the Office of the Chief Executive.

The Registrars Service is compliant with the Guide to Good Practice in Local Registration Services, which demonstrates that it meets national standards.

From October 2007, all copies of those births, deaths and still-births registered which were previously submitted in paper form to the Registrar General were transferred to the Registrar General electronically via RON, thereby eliminating costs associated with controlled stock and postage.

Voluntary benchmarking is undertaken between councils in the North East of England. The 2006/07 results indicate that out of the 12 registration districts in the region, Sunderland has a net registration cost per head of population of £0.53 which puts Sunderland in the top 5 in terms of having the lowest net registration cost, with 64% of expenditure met by income. Other regions in England and Wales have requested data in order to establish similar comparisons, and it is hoped to establish national benchmarking from this.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The service has outstation facilities at three community libraries for the registration of births and deaths, which supports achievement of the Sunderland Strategy Strategic Priority 2 "Extending Cultural Opportunities" and Emerging Theme 5 "Attractive and Inclusive city" of the new Sunderland Strategy. An upgraded facility will be available at the Washington Town Centre Library after refurbishment. Temporary accommodation will be secured for continued registration in Washington during refurbishment period.

The service supports Sunderland Strategy Strategic Priority 5 "Reducing Crime and Disorder and the Fear of Crime" and Emerging Theme 3 "Safe city" of the new Sunderland Strategy through continuing to work with the relevant partner organisations (UK Immigration Service and Northumbria Police) when required to eradicate sham marriage and civil partnership.

The service supports the achievement of Sunderland Strategy Strategic Priority 8 "Creating inclusive communities" and Emerging Theme 3 "Safe city" of the new Sunderland Strategy through offering monthly citizenship ceremonies and non-standard ceremonies that are arranged on request. These have received positive press coverage. A National Checking Service for the citizenship process to create a one-stop-shop for new citizens making application for naturalisation is to be established. The format of the citizenship ceremony is also to be reviewed to consider the accommodation of primary school choirs and the winners of the City Sings competition.

The service has ongoing liaison with Sunderland Teaching Primary Care Trust, Northumbria Police, City Hospitals (Sunderland) and the Sunderland Echo to achieve the aims and the vision of the Local Strategic Partnership through regular communication, liaison and the speedy exchange of information. Stakeholder liaison is to be represented within the suite of criteria to be achieved in the Guide to Good Practice in Local Registration Services.

The popularity of the digitised indexes made available through the service web pages is recorded in the quantity of complimentary feedback received. The Registrars web pages have remained the most popular site on www.sunderland.gov.uk for over twelve months. The service will improve the data released onto the website through ten-year batches of birth indexes.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
Op1	% share of marriage ceremonies conducted within the City of Sunderland	58%	58%	58%	Yes	n/a	n/a
Op2	% increase in services recorded with Civil Ceremonies Ltd	116%	25%	0%	No. PI is merely a reflection of customer interest in the service	n/a	n/a
Op3	GRO level of compliance with statutory modernisation of registration service: A (fully prepared) B (on schedule) C (behind schedule)	B	B	n/a	No. The original plan for modernisation of the registration service was amended and will now be achieved through New Governance	n/a	n/a

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implementation of a revised structure that enables the Registrars Service to meet the challenges of the New Governance arrangements	New service delivery plan operational with national standard performance indicators achieved	Service delivery achieving national standard performance indicators and at least one Good Practice performance indicator in each area	Service delivery to achieving national standard performance indicators and at least one Better Practice performance indicator	Statutory requirements are met and new service delivery arrangements are providing a more timely and customer friendly experience	CI02 CI03		RSM
Improve access to the Civic Centre Register Office	Implement Property Services recommendations to install a dedicated elevator which will improve access to the premises	Structural alterations completed and improved customer access to service available	Project complete with improved customer access to the service	Visitor access to the premises /service without physical barriers	SP1 CI01	5	RSM
Ensure that registration facilities in the city are appropriate to meet customer requirements	Further review of existing and potential outstation facilities for birth and death registration, including Sunderland Royal Hospital	Implementation of review findings and monitoring of established outstation facilities for birth and death registration	Monitoring of customer feedback and take up of appointments at the newly established outstation facilities for birth and death registration to ensure customer expectation is considered	Successful operation of new service delivery facilities to provide registration services in local communities	SP2 CI01 CI04	5	RSM

HOUSING AND PUBLIC HEALTH

REGISTRARS

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	285,204	280,014	281,191	Employees	290,489
2	1,576	733	736	Premises	750
3	3,588	2,866	2,866	Transport	4,066
4	22,248	10,028	9,930	Supplies and Services	16,211
5	6,935	0	0	Delegated Budget c/fwd	0
	319,551	293,641	294,723		311,516
6	287,359	258,318	258,318	Less Income	270,366
	32,192	35,323	36,405	**Delegated Budget**	41,150
				Non-Delegated Items	
7	12,466	6,640	8,285	Employees - FRS17 Pensions Adjustment	11,227
8	112,204	111,535	111,535	Central Support Service Recharges	107,501
9	5,748	5,705	5,705	Departmental Admin	6,550
	130,418	123,880	125,525	**Non-Delegated Budget**	125,278
	162,610	159,203	161,930	**TOTAL BUDGET**	166,428
	8.0	8.0	8.0	**Total No. of Staff**	8.0

Responsible Budget Holder
Registration Services Manager

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Martin Lancaster, Support Services Co-ordinator and Registration Manager, Tel: (0191) 553 7931.

NEIGHBOURHOOD AND STREET SERVICES

ROLES AND RESPONSIBILITIES
The Neighbourhood and Street Services Portfolio deliver a diverse range of front-line services that have an impact on the lives of those that work, visit and live in Sunderland. The main roles and responsibilities associated with the Portfolio are:

- Provision of refuse collection services to all households within the city, and trade waste customers who request a collection service
- Providing a regular Kerbside green waste collection service
- Ensuring that the highways of the city are maintained to an acceptable level of cleanliness
- Providing corporate grounds maintenance services for the City Council
- The effective provision of clean, well-maintained and operable public conveniences
- Managing the arrangements and cost of disposal of waste arising from the council's refuse collection service and other cleansing activities, providing a support function to the operational units and depots for use as an operational base
- Provision of fleet management services across the council
- Discharging statutory duties as a burial and crematorium authority by providing burial and crematorium facilities as well as undertaking memorial inspections
- Ensuring safety and serviceability for users of the council's highways and building facilities
- Facilitating a network of local centres through which the council and its partners provide services
- Provision of high quality nutritionally balanced meals across the community and in schools
- Providing a high quality catering service to civic buildings, events and the community
- Delivery of a responsive internal building cleaning service to a range of schools and civic buildings
- Providing specialist support in areas of project management, strategic planning, performance management, service improvement, service transformation and policy development to the Community and Cultural Services (CCS) directorate
- Underpinning the front-line activities of the directorate by providing specialist expertise in the areas of Human Resources; Financial Management; Directorate Support and Asset Management.

PORTFOLIO CONTEXT
Statutory Context
The strategic direction of the Portfolio is influenced by statutory legislation and regulation.

The Local Government White Paper 2006 'Stronger Prosperous Communities' and the **Local Government and Public Involvement in Health Act 2007** seek to introduce a range of devolutionary and deregulatory measures that include giving local people more influence over the services and decisions that affect their communities; provides for effective and accountable strategic leadership; operates in a performance framework - for local authorities working alone or in partnership - which supports citizen empowerment and secures better outcomes for all; and leads local partnerships to provide better services for citizens. Given the customer focussed nature of services in the portfolio these objectives will impact on the way in which services are delivered (including with partners) in the future.

In 2006 the Varney Report - Service transformation: A better service for citizens and businesses, a better deal for the taxpayer, identified major opportunities to strengthen public service delivery to make it more accessible, convenient and efficient. This will impact on the work of the Portfolio as there will be more opportunities to deliver better public services through joining up service provision across the public sector and by engaging more directly with users in the design and delivery of services.

The Clean Neighbourhood and Environment Act 2005 introduced new powers and imposed increased responsibilities that have a far-reaching effect on the environmental agenda. It impacts on almost every aspect of environmental practice including abandoned and nuisance vehicles, fixed penalty notices, litter, fly-tipping, noise, dog fouling, graffiti and fly-posting, abandoned shopping trolleys etc.

The Waste Emissions Trading Act 2003 and the **Landfill Allowance Trading Scheme** impose progressively tighter restrictions on the amount of biodegradable municipal waste that can be land filled by waste disposal authorities.

The Waste Management (Miscellaneous Provisions) (England and Wales) Regulations 2007 amends the Waste Management Licensing Regulations 1994 in relation to activities exempt from waste management licensing and the Clean Air (Emission of Dark Smoke) (Exemption) Regulations 1969 that removes an exemption for the emission of dark smoke caused by the open burning of containers lightly contaminated with pesticides.

NEIGHBOURHOOD AND STREET SERVICES

The introduction of Crematoria Mercury filtration regulations by the Department for Environment, Food and Rural Affairs (Defra) requires that by December 2012 the flue gases from at least 50% of cremations carried out in UK crematoria are 'scrubbed' to eliminate the emission of mercury compounds to the atmosphere. It is proposed to upgrade the current cremation equipment. Investigations into the type of equipment required have been completed; a procurement specification will be developed in 2008/09 with a view to procuring and installing mercury filtration equipment at Sunderland crematorium in 2009/10.

The Government's new food-based standards for school lunches are a revised guide to the interim food based standards for school lunches. They highlight amendments to the standards that came into effect from September 2007. The School Meals service will seek to develop and promote the provisions of school food that meets national nutritional standards and influences the adoption of healthier lifestyles amongst Sunderland's citizens.

A New Performance Framework for Local Government and Local Authority Partnerships introduces the new 198 national indicators that are set to replace existing Best Value Performance Indicators (BVPI's) and Performance Assessment Framework Indicators. The national indicator set has been developed as part of the Comprehensive Spending Review 2007 so that they reflect the Government's national priorities. A number of portfolio services will have responsibilities in respect of some of these targets.

Making Assets Work: The Quirk Review of community management and ownership of pubic assets 2007 focused on optimising the community benefit of publicly owned assets by considering options for the greater transfer of asset ownership and management to community groups, this will potentially impact on the council's land and building portfolio.

The Working Time (Amendment) Regulations 2007 were implemented on the 1st October 2007. This improves the statutory minimum number of day's annual leave from 20 (including Bank Holidays) to 28 (including Bank Holidays)

The Data Protection Act 1998 came fully into force in October 2007 and requires manual filing systems to be fully compliant with the Data Protection Directive.

The Corporate Manslaughter and Corporate Homicide Act 2007 will be effective from 1st April 2008 and creates a new offence of corporate manslaughter, which allows organisations to be prosecuted for management failures that lead to the deaths of employees and others.

Local Socio-Economic Change
Sunderland continues to undergo a marked economic and social transition. The Portfolio's contribution to ambitious plans to further regenerate the economy, infrastructure and quality of life for people in Sunderland is therefore being influenced by a number of factors.

The Building Schools for the Future (BSF) and the **Academy School programme** will impact on future service provision. Facilities management packages for the new schools that include school meals, building cleaning, grounds maintenance and building maintenance services will be let upon completion. Services will work hard to retain contracts by ensuring that the in-house package provides best value.

At the Hetton Centre partner usage of facilities is monitored on an ongoing basis to ensure that changes in use do not have a detrimental effect on the activities at the centre or a negative impact on operating costs of the centre.

The provision of School Meals is a cornerstone of the Government's fight against obesity. Tough new nutritional standards have been introduced to ensure that all food served in schools meets the requirements of a healthy balanced diet. However, nationally there has been a detrimental impact on school meal uptake figures and Sunderland's uptake is below target, although uptake here is better than the national average. In primary schools, for example in 2006/07, it was 51.2 %, which is 11.2% above the national average as reported through the Local Authority Catering Association (LACA).

Other Key Issues
A number of key issues affect the Portfolio's strategic direction.

The Council has formed a partnership with Gateshead and South Tyneside Councils to deliver a long term waste management solution that will enable all three local authorities to meet their Landfill Allowance Trading Scheme (LATS) targets and fulfil residents' aspirations to increase recycling and recover value from waste.

NEIGHBOURHOOD AND STREET SERVICES

The Council's Improvement Programme requires services to work with a range of strategic partners to deliver services that meet the needs of local communities and puts the customer at the centre of service delivery.

The Comprehensive Spending Review 2007 will require efficiency savings of 3% per annum for the duration of the review (9% over three years) creating pressure for Portfolio services to deliver services more efficiently.

The Respect Agenda builds on the current drive to tackle anti-social behaviour and reclaim communities for the law-abiding majority. A number of the Portfolio's services are contributing to the council's Respect Action Plan aimed at strengthening communities, tackling poor behaviour and delivering initiatives that provide constructive activities for young people, improve school attendance and address issues of poor parenting.

Local Multi-Agency Problem Solving Groups (LMAPS) have been established to allow partners to work together to increase the effectiveness of multi-agency working in delivering community engagement initiatives and maximising outcomes. A number of the Portfolio's services are contributing to the work of the LMAPS groups.

Washington Cemetery has extremely limited capacity. Investigations for suitable alternative land continue.

With Single Status, work is continuing to manage out the adverse effects of the stage one review and completion of stage two evaluations will require the management of the changes that result from that.

There is a requirement to implement standardised policies and procedures for the new Human Resources system e.g. timesheets and sickness absence.

A number of services are having difficulty in recruiting and retaining suitably qualified staff. We are devising initiatives to address the problem.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Recycling Ensuring that there is a continuing drive to meet and exceed our targets for household recycling/composting Ongoing and improved promotion of the use of the recycling service and waste minimisation	Yes, marketing campaign that included the delivery of information leaflets to all households, on-street advertising on buses, billboards, metro stations and bus shelters and articles in Sunrise magazine and other media outlets.	Met government statutory requirements in respect of recycling 20% by 2007/08 Reduction in household waste going to landfill	CI01 CI03 SP7	5
Widening the range of products that can be recycled. Consideration will be given to the introduction of plastic recycling at bring recycling sites - Consider potential projects and implement as appropriate	Yes, implemented at three sites	Satisfaction of customer expectations		

NEIGHBOURHOOD AND STREET SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Ensuring that the maximum number of households possible can participate in recycling, investigations will be undertaken to explore the possibility of extending the household recycling facilities to incorporate high density housing areas - Investigate and implement where appropriate the range of materials that can be recycled	Yes, recycling facilities extended to a range of high density housing schemes in Sunderland			
School Meals Taking account of the areas recommended for improvement as outlined in the Government 'Turning the Tables Transforming School Food' - Implement nutrient based standards	Yes, menus developed that comply with Government standards, work ongoing with suppliers to introduce food/recipes that will comply with nutrient standards	Increased availability of healthier school meals	SP2 SP4 CI01 CI02 CI03	2
Developing a school meals strategy that underpins all Government recommendations in the provision of healthier school meals - Implement the strategy	Yes, extensive consultation undertaken, steering group to be formed of senior officers who will implement key actions	Delivery of a high quality school meals services that complies with all Government requirements in respect of its food based standards.		
Delivering support to schools resourced by the Transitional School Meals Funding - Continue with proposed programme	Yes, the programme has ended its first successful year. Positive evaluations documented e.g. St John Boste School a 19.7% increase in meal numbers Wave one of year two is now fully booked. Successful partnership projects implemented such as the Family Learning through Football and the Expo Chef cooking sessions were completed. Eco Rangers workshops undertaken with year five pupils.	Achievement of Healthy School Status in all schools. (Schools that involve their whole school community in improving the health and happiness of their children, this includes healthy eating 20,649 pupils attended the interactive sessions. Staff trained-all achieved 100% pass rate in the level 2 nutrition.		
Street Scene and Neighbourhoods Improving street scene and addressing the Respect Agenda through the implementation of powers permitted under the Clean Neighbourhood and Environment Act 2005 Support Implementation of recommendations subject to available resources	Yes - appropriate delegated powers finalised in early 2008		SP5 SP5 SP7	3 5

NEIGHBOURHOOD AND STREET SERVICES

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Supporting the introduction of neighbourhood agreements in conjunction with partner organisations, tenants and leaseholders which monitor and maintain agreed standards of service - Agreements introduced, delivery of Street Care Operations agreed actions	Yes, work continues with Gentoo to align frontline service delivery Agreements established for Doxford Park and Moorsley	Improved street scene and liveability. Increased resident satisfaction with street cleaning.	CI01 CI04 SP3 SP7	5
Ensuring retention of a skilled Street Care workforce by, developing the skill base of operatives and management in line with the Service Transformation Project timescales - Investigate ways to develop management and operatives in line with redesigned service provision	Yes, pilot scheme using mobile technology to record customer requests anytime, anywhere in the city introduced.	Improved resource provision and service delivery. Development and retention of a multi skilled workforce.	CI02	
Area Facilities Ensuring that Area Facilities develop services that meet the needs of their local communities. Hetton Centre will facilitate a forum for lead agents to discuss operational issues that affect public access to local services - Review forums and develop new strategies to provide improved quality of; and access to services that meet the needs of the local community	Yes, meetings held with partner organisations to inform provision of services that meets the needs of the local community	Service delivery that matches the aspirations of the local community in the Coalfield	CI01 CI04 SP8 SP8	5
Facility and Service development Delivering major capital projects; the Regional 50m Swimming Pool, Wellness Centre Customer Service Network and Area Swimming Pools - Stadium Park 50m Swimming Pool and Wellness Centre completed	Yes, complex opens to the public in April 2008	Delivery of a complex that provides: - 50m Pool of regional significance - A diving / multi-purpose pool A Wellness hub facility that will include specialist preventative and rehabilitation support for people with specific chronic health conditions.	CI01 CI03 SP2 SP2	5

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Undertaking further research into potential service improvement and efficiencies - Investigate the Introduction of Hand-held technology within Highways and Building Maintenance - Investigate procurement of preferred option - Undertake feasibility studies regarding use of the Cross Application Time Sheet module	No. Await outcome of Street Care Service Enhancement Project using handheld technology. (see above) No. Awaiting upgrade to the SAP system.		CI01 CI03	

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Annual Residents Survey 2006 recorded increases in satisfaction across a number of the Portfolio's service delivery areas. Satisfaction with refuse collection increased to 88% in 2006 from 87% in 2005. Those very satisfied increased from 42% to 49%. Street cleaning satisfaction increased to 64% in 2006 from 60% in 2005. Net satisfaction with the service improved from 31% in 2005 to 39% in 2006.

In School Meals consultation that has been undertaken includes a parent survey, individual school surveys with head teachers' and pupils and consultation through student groups. Cooks comments are fed in through cluster groups that are meetings at which cooks and catering supervisors meet to discuss work issues. All inform the development of the school meals service for both menu and service delivery. The service is looking to develop a parents working group to consult on menu development and further work is to be undertaken with the Youth Development Service to develop innovative ways of consultation with children.

To meet customer needs recycling facilities have been extended to high density housing in the city and plastics recycling has been introduced at the Beach Street Civic Amenities site, Campground at Wrekenton (in partnership with Gateshead Council) and UK RNR Recycling at Leechmere. The service will explore and implement, where appropriate, suitable arrangement for privately owned high-density housing. It will seek reinforcement of planning conditions for high-density housing development and the provision of recycling facilities.

A key recommendation from the OFSTED review of Educational Services in 2005 was a further review of Building Services and Property Services functions. This has taken place and as a result 14 posts have been relocated from Development and Regeneration Property Services to CCS Building Maintenance Service. This will enable a simple and speedy response to service delivery.

The emerging Community Development Plan will place an increasing emphasis on consulting service users to inform the development and delivery of community activities. Hetton Centre will have an important role to play in this process by ensuring that consultation takes place into the provision of activities at the respective centres.

Customer feedback and consultation (Mori etc) informs decisions as to CCS directorate priorities which is updated annually to reflect changes in customer aspirations. These priorities also inform development of Key Area for Improvement in the Corporate Improvement Plan and actions in the Community and Cultural Services Detailed Action Plan 2008/09.

The Cemeteries and Crematorium Service undertakes six monthly surveys of customers. The service has high levels of customer satisfaction. Results of the customer surveys are published on the service's web pages and in the corporate consultation database. Installation of a Public Address system at the crematorium and the development of cemetery maps have been undertaken in response to comments received from completed surveys.

Feedback following implementation of the new SAP Human Resources (HR) and Payroll Management systems is being monitored to ensure the quality standards of service delivery are not impaired. Training requirements for super-users, managers and system users is to be identified. Post implementation service delivery and performance will be monitored and reviewed to ensure efficient operation.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Impact Needs Requirement Assessments (INRA) has been undertaken for a number of the Portfolio's service's policies and procedures. Key actions identified include a requirement for ongoing provision of staff equality training and for leaflets and forms to be offered in alternative formats. Further staff training on equality issues continued from November 2007 with on-line training rolled out to all employees. This will assist in service delivery and the achievement of Level 3 of the Equality Standard. With Bring Recycling Sites there is an action to examine the location of the sites to establish fair distribution across the city and to liase with sub-contractors regarding the type of containers and signage at the sites.

The Project and Service Development Service is responsible for managing CCS's compliance with the Local Government Equality Standard. The service will work with service areas to ensure that they complete actions arising from their INRA's.

The Local Environmental Strategy Service is working with Gateshead and South Tyneside Councils in the South Tyne and Wear Waste Management Partnership (STWWMP) to develop a Joint Municipal Waste Management Strategy. An INRA in relation to this will be undertaken upon completion.

A priority area in the council's improvement programme is mobile working. A service improvement project is being undertaken to enable the Environmental Service's staff to use mobile technology to record and report and liase with customers. A pilot scheme is underway and successful completion and evaluation will lead to full implementation.

Additional funding from DfES (now Department for Children, Schools and Families (DCSF)) (initially until 2008) resulted in the creation of six new posts, Specialist Dietician, Food in Schools Coordinator and four Food in Schools Workers. The Food in Schools Team is now firmly established with many positive comments being received from teachers and pupils. Year one saw 20,649 pupils benefit from interactive sessions undertaken by the Food in School workers. Early evaluations have seen meal numbers rise in some schools where the workers have carried out their sessions. For example at St John Boste a 19.7 % increase in school meal uptake was recorded. Discussions with partners are taking place to look at how the programme can be sustained beyond 2008 when the transitional school meals funding comes to an end.

The BSF and Academies building programme will potentially impact on a number of Portfolio services that include Facilities Management, Highways and Building Maintenance and Street Care Operations. Services will work hard to retain contracts by ensuring that the in-house package provides best value.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The Local Environmental Strategy Service has continued to invest in marketing campaigns to promote participation in recycling schemes. Consideration will be given to the potential for future marketing campaigns in partnership with STWWMP to provide a joint sub regional campaign.

The Area Facilities Service is working with Hetton Town Trust to ensure that the organisation develops its community activities sufficiently so that it can become financially self-sufficient when the taper grant it receives from the council ends in 2009. Similarly the service is engaging with Sunderland North Community Business Centre (SNCBC) to develop its role in respect of the Community Development Plan (CDP) and its delivery responsibilities.

A crematorium upgrade will be required by April 2012 to meet legislative requirements in relation to mercury emissions. Investigations into the type of plant required are complete and preparation of a procurement specification will be undertaken during 2008/09.

A programme of makeovers to community parks and open spaces has been undertaken across the city with the aim of reducing the fear of crime and minimising ongoing maintenance requirements.

The Project and Service Development Service is managing the CCS portfolio of projects in the council's improvement programme. These projects will maximise and realise the benefits to customers, impact on the way CCS does business and make the most efficient and effective use of resources.

Integrated refuse collection and recycling services, grass cutting and street cleaning have been rolled out in the Coalfield, Washington and Sunderland North areas. Further service enhancements should be realised as the service delivery model is rolled out in remaining areas.

Additional investment in street care from 2004/05 has delivered significant improvement in the percentage of relevant land with significant heavy littering (BVPI 199a), with this indicator improving from 29.8% in 2004/05 to 11.1% in 2006/07.

There has been an increase in the amount of waste sent for recycling / composting from 18.73% in 2005/06 to 23.72% in 2006/07, thereby meeting the 20% government statutory target for recycling one year early. At the same time, the 2006 Mori survey highlighted high user satisfaction with 83% satisfied with the recycling service compared to 76% in 2005. This is as a result of over £2 million capital and £1 million revenue investment being made in recent years and in particular the extension of the Green-it bins to 78,000 households in 2006/07.

Within the 2006/07 APSE performance network for education catering, the school meals service performs particularly well in primary school meal uptake, with paid meal uptake well above average scores, and free school meal uptake the highest within the family group. This performance is a result of the continued efforts and expertise of staff within the School Meals service, the impact of the appointment of the food in school workers, who have visited schools to talk with pupils and parents about food nutrition, and the use of various promotions such as the free school meal week which have helped to encourage the uptake of school meals.

The relocation of 14 staff (13.4 FTE's) from Development and Regeneration Property Services to CCS Building Maintenance will provide efficiency savings arising from rationalisation of posts and simplified working procedures. The service will develop key performance indicators and benchmark costs in 2008/09 to monitor and evaluate the success of the new arrangements.

The cost of the Cemeteries and Crematorium service is ranked as lower quartile and lower median when compared against the costs of service for nearest neighbours and metropolitan authorities. A review of perpetuity grave maintenance has been undertaken with the aim of reducing costs of ongoing maintenance. Measures, including the introduction of sustainable planting at the graves, will be implemented during 2008/09.

The 2008/09 budget has been set to take account of efficiency savings totalling £165,000. Further details are included in the relevant service planning sections of this Portfolio.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Area Facilities Service works with a range of local strategic partners which include Gentoo, Adult and Community Learning, Health, Housing and Adult Services, Children's Centres, Northumbria Police and the Primary Care Trust to enable the provision of out posted services that meet the needs of local communities. This is at the heart of the council's Improvement Programme and is allowing the council and its partners to deliver their services to the local community; putting the customer at the centre of service delivery.

Facilities Management, Highways and Building Maintenance, Local Environmental Strategy, Street Care Operations and Transport have ISO9001 accreditation and underwent a successful surveillance visit undertaken by Lloyds Register of Quality Assurance in 2007. This internationally recognised standard demonstrates that the service evaluates the effectiveness of their service delivery and it provides clear evidence of continual improvement in the level of service that they deliver to customers. The Refuse Collection and Recycling, and Cemeteries and Crematorium Services also have Charter Mark accreditation. The Street Cleansing Service was short listed for an award for Best Service Team Waste Management and Recycling at the Association for Public Service Excellence Service Awards in September 2007.

An upgrade to the cremators at the crematorium is required if the service is to comply with Defra regulations being introduced by 2012 in relation to mercury emissions. Reducing emissions will contribute to Emerging Theme ET5 Attractive and Inclusive City of the new Sunderland Strategy. Investigations into the type of plant are complete and a procurement specification will be developed during 2008/09 with a view to undertaking installation of the plant in 2009/10.

The Project and Service Development Service has established strong partnership working to deliver a range of key projects. These include construction of the Sunderland Aquatic Centre and Wellness Centre, Customer Service Centres construction and development of shared services, joint estates planning in conjunction with the Primary Care Trust and development of the Wellness Service also in partnership with the Primary Care Trust.

NEIGHBOURHOOD AND STREET SERVICES

A partnership has been formed with Sunderland Football club (SAFC), with Niall Quinn endorsing the School Meal menus; copies of menus with his endorsement have been forwarded to all parents and pupils. SAFC was so impressed that the service is providing a monthly meal for all SAFC staff. Further development of the relationship with SAFC will be undertaken to further promote the School Meals Service.

The Transport Service is a member of the Tyne and Wear Efficiency Group Transport Project being led by Newcastle City Council. The project is reviewing the provision of transport services across the Tyne and Wear local authorities and will seek to explore ways in which collaborative working can produce efficiencies and service improvements in the provision of transport services across the Tyne and Wear authorities.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Waste Management and Increasing Recycling Continue the development of the South Tyne and Wear Waste Management Partnership in respect of the procurement of joint residual waste treatment facilities	Hold Bidders conference Evaluate Pre-Qualification Questionnaires and issue invitations to participate in dialogue and evaluate returns Invite outline solutions and evaluate returns Invite detailed solutions and evaluate returns	Invite and evaluate revised solutions Call for and evaluate final tenders Seek Council approval of Full Business Case and submit to Defra Award contract	Secure financial close of contract and commence development phase with selected contractor.	Secure the award of a contract for the provision of treatment of residual municipal waste that will secure compliance with current and known future legislative demands to 2038	CI03		AHES (LES)
Improve levels of household recycling and composting	Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan	Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan.	Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan.	Achieve Joint Municipal Waste Management Strategy targets for recycling: 30% in 2009/10 45% in 2014/15 50% in 2019/20	CI03 SP7	5	AHES (LES)

NEIGHBOURHOOD AND STREET SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Cemeteries and Crematorium Installation of mercury scrubbing equipment at Sunderland Crematorium to comply with mercury emission regulations	Develop procurement specification	Undertake procurement, award contract and install.	Project complete Monitor and evaluate benefits of the project	Achieve target of a 50% reduction in mercury emissions from cremations carried out at Sunderland Crematorium by 2012	SP7	5	C&CM
Street Scene and Neighbourhoods Support the Clean, Green and Safe agenda by: Introducing integrated neighbourhood refuse collection, recycling, street cleaning and grounds maintenance services	Introduce Integrated services to the remaining areas Sunderland (South, East and West)	Undertake an evaluation of the service improvement realised	Project complete Refuse Collection (including Kerb It and Green It) re-zoned. Grounds Maintenance and Street Cleaning services re-scheduled and aligned with Refuse collection and grass cutting provided by Gentoo	Improved resource provision. Improvement in city's image. Increased resident satisfaction with the service. Improved customer focused services better VFM, Sustainable and seamless service delivery	CI01 CI03 SP7	5	AHES (SCO)
Develop the skill base of the Street Care Operations management and operatives in line with Council Improvement Programme Service Transformation Project timescales and empowering them to take ownership and make decisions. Provide better customer service	Implement and undertake evaluation of resultant service improvement	Project complete Mobile technology in use Speedier and more effective resolution of customer requests Development of multi-skilled staff		Use of mobile technology that speeds up reporting and ultimate resolution of customer requests. Development of multi skilled staff. Greater job satisfaction and retention of skilled staff. More efficient use of resources	CI02		AHES (SCO)

NEIGHBOURHOOD AND STREET SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implementation of powers permitted under the Clean Neighbourhood and Environment Act 2005 to improve street scene and liveability and reduce instances of anti-social behaviour	Appropriate staff trained and undertaking enforcement duties Extend use of fixed penalty notices and other powers	Project complete Delegated powers being effectively enforced		Quicker and more effective enforcement Improved street scene and liveability	SP5 SP5 SP7	3 5	AHES (SCO), AHES (LES)
Council Improvement Programme Enable the council to deliver effective, efficient, equitable and economic customer service - building on its position as a leading authority	Develop and manage projects as identified in the CCS Directorate Project Register Environmental Services Project 1, 2 and 3; Interim Customer Contact Solution; Virtual Contact Centre	Develop and manage projects as identified in the CCS Directorate Project Register -to be determined following evaluation of previous projects	Develop and manage projects as identified in the CCS Directorate Project Register - to be determined following evaluation of previous projects	Effective and efficient service delivery by implementing robust 'To Be' processes (improved processes for service delivery) which reduce duplication and maximise value for money Improved customer access to services utilising mobile technology and defined Customer Contact Solution	CI01 CI02 CI03 CI04		HoP&SD
School Meals Promote the uptake healthy school meals by: Developing and promoting the school meals service to meet the national nutritional standards for school food and influence the adoption of healthier lifestyles amongst Sunderland's citizens.	Implement nutrient based standards in all Primary Schools by 2008 and in all Secondary Schools by 2009. Work in partnership with schools to promote school meal uptake	Continued development of the Service. Work in partnership with schools to promote school meal uptake	Continued development of the Service Work in partnership with schools to promote school meal uptake	Meeting the national nutritional standards for school food. Increased uptake of healthier school meals	SP2 SP4 CI01 SP2 SP4 CI01	2 2	AHCS (FM) S&SSS MOM

NEIGHBOURHOOD AND STREET SERVICES

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Implement actions outlined within the Sunderland School Food Strategy	Review and deliver actions within the strategy	Review and deliver actions within the Strategy	Outcomes as above	CI01 CI02 CI03		(FM) AHCS (FM) S&SSS MOM
	Work with schools to implement initiatives outlined within the Food in Schools programme.	Monitor and review the programme.	Evaluate the impact and review actions within the programme	Achievement of Healthy School status for all schools in Sunderland Supporting the achievement of the five outcomes of 'Every Child Matters' particularly Staying Safe, Being Healthy and Enjoying and Achieving.			(FM) AHCS (FM) S&SSS MOM (FM)
Area Facilities Identify services that could be provided at Hetton Centre Customer Service Centre following a gap analysis in respect of the Extended Services Programme	Potential for service provision evaluated Establish service provision subject to available resource	Review and evaluate service provision	Project complete Mapping of provision will be complete with gaps identified. Appropriate measures will have been taken to fulfil the gaps i.e. funding to acquire new services or activities for the community	A full programme of activities will be offered in each area in partnership with Extended Services. This will result in increased access to a wide range of provision	CI01 CI03 CI04 SP8	5	BHCM HCM
Equality and Diversity We will promote equality and diversity	Continue to embed the principles of Level 3 of the Equality Standard for Local Government across the Neighbourhood and Street Services Portfolio and support the council to achieve Level 4	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5 across the Portfolio	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies with council services	SP8 CIO1 CIO2 CIO3	5	DCCS

NEIGHBOURHOOD AND STREET SERVICES

FINANCIAL

REVENUE ESTIMATES
SUMMARY

Page No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
				Local Environmental Strategy	
460	7,014,472	7,446,819	7,491,026	Waste Disposal	8,528,229
461	97,609	97,786	98,724	Cleansing Support	122,247
462	(13,258)	0	(68,809)	Depots	0
	7,098,823	7,544,605	7,520,941		8,650,476
				Street Care Operations	
468	4,190,592	3,921,117	3,945,253	Waste Collection	3,914,567
469	3,541,973	3,654,957	3,687,750	Street Cleaning	3,853,129
470	360,597	349,617	430,707	Public Conveniences	446,562
	8,093,162	7,925,691	8,063,710		8,214,258
474	2,828,575	2,935,251	2,935,251	Highways and Building Maintenance	2,902,442
475	0	0	0	Building Services Surveying	0
479	(10,146)	0	(20,182)	Transport	0
485	850,808	193,724	228,767	Facilities Management	141,590
489	233,631	337,961	295,404	Area Facilities	236,866
493	29,579	0	(68,855)	Support Services	0
494	711,433	379,923	380,426	Coroner's Court	388,445
495	587	587	587	Civil Defence	587
498	72,694	(85,801)	(56,749)	Cemeteries and Crematorium	(176,005)
504	120,782	0	1,350	Project and Service Development	0
	20,029,928	19,231,941	19,280,650	**TOTAL BUDGET**	20,358,659

505

TRADING OPERATIONS

Including Building Maintenance, Highways, Waste Collection, Street Cleaning, Commercial Catering, Cleaning Services to Schools and Civic Buildings, School Meals and Grounds Maintenance.

	1,330.0	1,303.5	1,323.0	**Total No. of Staff**	1,314.5

PLANS AND STRATEGIES

- Winter Service Plan
- Joint Municipal Waste Management Strategy
- School Food Strategy
- Vending Strategy
- Community and Cultural Services - Detailed Service Plan 2008/09

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to manage the arrangements and cost of disposal of waste arising from the council's Refuse Collection Service and other cleansing activities, providing a support function to the operational units and depots for the use as an operational base. To achieve this aim the service:

- Administers contracts and payments for the waste management of household, commercial and industrial waste
- Oversees the provision of the kerbside collection services and provides recycling facilities at 54 sites across the city
- Administers the authority's responsibilities in respect of the Landfill Allowance Trading Scheme (LATS)
- Supports the provision of front line cleansing, kerbside collection and grounds maintenance services
- Undertakes enforcement activity with regard to abandoned vehicles, fly tipping, dog fouling and litter
- Promotes educational activities relating to environmental awareness, waste management and littering abatement, dog fouling and waste management, including educating school children to provide a better understanding of the issues of littering, dog fouling and waste management
- Administers the trade collection service
- Explores alternative waste management practices, promotes waste minimisation/reduction and the increased utilisation of recovered materials
- Oversees the maintenance of depots to suitable standards to facilitate efficient operations
- Collects and disposes of vehicles surrendered by the Registered Keeper on request.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Street Pride Project in Hendon and the East End has been incorporated into contact centre arrangements. When customers from the Back on the Map area telephone the contact centre they are reminded of the Street Pride Project in their area. The Mori Annual Residents Survey 2006 identified Sunderland East as having the highest level of satisfaction in the city with street cleaning. It is intended to develop a performance management framework for Street Pride to allow further measurement of the success of the project and the difference that it is making to residents in the area.

In response to customer expectations, recycling facilities have been extended to high density housing in the city and plastics recycling has been introduced at the Beach Street Civic Amenities site, Campground at Springwell (in partnership with Gateshead Council and UK RNR Recycling at Leechmere. The service will explore and implement where appropriate suitable arrangement for privately owned high-density housing. It will seek to reinforce planning conditions in respect of high-density housing development and provision of recycling facilities.

A Community Spirit Survey in 2005 identified that residents wished to see additional materials included in the household dry recyclables Kerb-it scheme. This is kept under review, and when the dry recyclables Kerb-it scheme is brought in-house from a private contractor in April 2008, resulting flexibilities may afford opportunities to widen the range of materials included in the scheme.

Customer satisfaction with service delivery is improving. In the Mori Residents Annual Survey 2006 resident's perceptions of Sunderland remained relatively positive. More residents now believe that the city is cleaner and greener and less dirty than in 2005. Satisfaction with Refuse Collection increased by 1% to 88%. The number very satisfied increased from 42% to 49%. Street Cleaning satisfaction increased to 64% in 2006 from 60% in 2005. Further additional one-off investment of £500,000 was provided in 2007/08 to enable the programme of additional street care schemes to be maintained. The triennial BVPI 89 satisfaction survey undertaken in 2006 - the % of people satisfied with the cleanliness standard in their area found that 59% of residents were satisfied compares to 58% in 2003.

In respect of recycling, the 2006 survey showed that 94% of residents are satisfied with the Green-it scheme (+1% from 2005) and 82% were satisfied with the dry recyclables kerb-it scheme (+4% from 2005).

A 'Recycle Rethink' marketing campaign was delivered in 2007/08 to promote participation in recycling schemes. Consideration will be given to further campaigns to promote participation potentially in partnership with the South Tyne and Wear Waste Management Partnership (STWWMP).

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Changes to the operation of the Civic Amenities site at Beach Street has resulted in a significant improvement in recycling at the site. The service will seek to deliver further improvements in performance.

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

Local Environmental Strategy has completed Impact Needs Requirement Assessments (INRA) for Refuse Collection and Kerbside Recycling, Street Cleansing Services and Gully Cleansing, Winter Maintenance and Household Waste and Recycling Service Operation including Bring Sites. Actions identified for the service include an ongoing requirement for staff training in relation to equality matters and a need to ensure that all leaflets produced by the service are available in alternative formats.. Key actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

Local Environmental Strategy is working with Gateshead and South Tyneside Councils in the South Tyne STWWMP partnership to deliver the objectives of the Joint Municipal Waste Management Strategy. An INRA in relation to this will be undertaken.

A 'Rethink Recycle' campaign was undertaken in 2007/08 to promote participation in recycling. Recycling and composting increased by 4.99% in the year 2006/07 with a further increase expected in 2007/08. We will deliver further campaigns to promote participation in recycling including exploring the possibility of doing this in partnership with STWWMP.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The service now provides information in relation to its Best Value Performance Indicators (BVPI) via the Defra Waste Data Flow system. The New National Performance Framework for Local Government and Local Authority Partnerships will replace the existing BVPI indicators in 2008/09 with a suite of new targets; the service will review its performance framework accordingly to ensure that robust data is collected in respect of these targets.

The service has continued to invest in marketing campaigns to promote participation in recycling schemes. The campaigns have included the distribution of information leaflets to all households, on-street advertising on buses, billboards, metro stations and bus shelters and articles in Sunrise magazine. Consideration will be given to the potential for future marketing campaigns in partnership with STWWMP to provide a joint sub regional campaign.

In 2007/08, the paper bank contract was extended in partnership with North Tyneside, South Tyneside, Gateshead and Darlington Councils. It is proposed to extend the Municipal Waste Management Contracts and explore waste management arrangements that fulfil the council's Landfill Allowance Trading Scheme (LATS) obligations from the 1st April 2009 until the provision of a long- term strategic solution anticipated in 2013.

The service is responsible for the management and delivery of the Street Pride project in Hendon and the East End. This project is undertaking street scene and environmental improvements to the area in partnership with partners that include Back on the Map, Northumbria Police, Youth Offending Service, Environment Agency and Wastewise.

A Local Environmental Strategy risk management plan and service continuity plan is revised in line with the corporate timetable, any new risks identified are incorporated. The service has lead responsibility for risks associated with Waste Management within the Corporate Risk Profile.

The triennial BVPI General Satisfaction Survey was undertaken in 2006, and the number of people satisfied with waste disposal facilities (BVPI90c) increased to 77% in 2006 from 76% in 2003.

BVPI 87 (cost of Waste Disposal per tonne of municipal waste) has remained in the top quartile when compared to both All England and Metropolitan Authorities in 2006/07, with costs of £34.69 per tonne in 2006/07 compared to £32.77 in 2005/06. This increased costs of waste disposal is due to the landfill tax increase of £3 per tonne

There was an increase in the amount of waste sent for recycling/composting from 18.73% in 2005/06 to 23.72% in 2006/07, meeting the 20% Government statutory target for recycling one year early. High satisfaction rates have been recorded for all aspects of the recycling service via the MORI residents survey, with 83% satisfied in 2006 compared to 76% in 2005. The 2006 MORI residents survey also showed that recycling is the most widely used (non-universal) service in Sunderland, with 70% of people saying they use the service.

The significant achievement in meeting the Government target for recycling one year early, and in increasing user satisfaction levels, follows significant investment in the service over recent years, including the 'Green-it' scheme which has provided bins to recover and compost green garden waste to 78,000 households.

The 2008/09 budget was set to take account of efficiency savings totalling £140,000, in respect of revised arrangements for the disposal of electrical and electronic equipment.

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
A partnership (STWWMP) has been formed with Gateshead and South Tyneside to deliver long-term waste management solutions. The partnership will seek to deliver long-term waste management solutions, particularly a residual treatment facility to enable the local authorities to meet their LATS targets and fulfil residents' aspirations to increase recycling and recover value from waste.

The Government, through its 'Cross-Cutting Review on Improving Public Space', identified the Cleaner, Greener, Safer agenda as one of the chief concerns of local communities. This was further supported by research undertaken by the Local Government Association, who concluded that cleaner and safer streets are issues that are of concern to almost everyone. To support this agenda, the service is strategically responsible for the achievement of targets in respect of litter and detritus and graffiti, which are included in the local authority's LPSA2 agreement.

Sunderland is currently on target to hit the LPSA stretch target of 12% for BVPI 199a, (the % of relevant land with significant heavy littering) which has improved from 29.8% in 2004/05 to 14.2% in 2005/06 falling again to 11.1% in 2006/07. The LPSA Target response time for graffiti removal of 3 days (by March 2008) is expected to be met.

The service is actively involved with the Local Multi-Agency Problem Solving Groups (LMAPS) and is represented at and engaged with Sunderland East LMAPS group. The Street Pride project is being delivered in this area.

The service is participating in the Police's "Avail" Scheme for abandoned vehicles with partial funding from other partners. The scheme is presently a 1-year pilot and will be reviewed prior to any decision regarding its continuation.

The Local Environmental Strategy Service is accredited to the internationally recognised quality standard ISO 9001. The service underwent a successful surveillance visit undertaken by Lloyds Register of Quality Assurance in 2007. This demonstrates that the service is evaluating the effectiveness of its services and it provides clear evidence of continual improvement in the service it provides to its customers. The service also has Charter Mark accreditation for the Refuse Collection and Recycling service.

Street Cleansing won the Most Improved Performer Award at the Association of Public Service Excellence Awards (APSE) Performance Networks Seminar in December 2006. In addition it was short listed for an award for Best Service Team Waste Management and Recycling at the APSE Service Awards in September 2007.
The service received positive press coverage from working in conjunction with the Sunderland Echo on a Recharge Campaign that encouraged readers to recycle household batteries.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 82a(i)	% of household waste arisings which have been sent by the Authority for recycling	12%	13%	14.95%	Yes	15.50%	17.00%
BVPI 82a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling	Not Set	18,720 tonnes	21,371 tonnes	Yes	22,338 tonnes	24,749 tonnes
BVPI 82b(i)	% of household waste sent by the Authority for composting or treatment by anaerobic digestion	6%	7.5%	8.77%	Yes	9.50%	9.50%
BVPI 82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	Not Set	10,800 tonnes	12,534 tonnes	Yes	13,691 tonnes	13,830 tonnes

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 82c(i)	% of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	0%	0%	0%	Yes	0%	0%
BVPI 82c(ii)	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources	Not Set	0 tonnes	0 tonnes	Yes	0 tonnes	0 tonnes
BVPI 82d(i)	% of household waste arisings which have been land filled	82%	79.5%	76.22%	Yes	75.0%	73.50%
BVPI 84a	No. of kilograms of household waste collected per head of the population	517 kg	517 kg	503.8kg	Yes	508kg	513kg
BVPI 86	Cost of waste collection per household	£32.30	£40.93	£43.11	No- an improved service has been provided to residents, as a result of the roll-out of the Green-it scheme to more households. This improvement does bear an additional cost but is essential to meet recycling targets	£41.95	£45.75
BVPI 87	Cost of waste disposal per tonne of municipal waste	£32.77	£36.75	£34.69	Yes	£40.76	£48.75
BVPI 89	Satisfaction with cleanliness of public space (triennial survey)	n/a	n/a	59.00%	n/a	Collected every 3 years	Collected every 3 years
BVPI 90a	Satisfaction with waste collection (triennial survey)	n/a	n/a	83%	n/a	Collected every 3 years	Collected every 3 years
BVPI 90b	Satisfaction with recycling (triennial survey)	n/a	n/a	58%	n/a	Collected every 3 years	Collected every 3 years
BVPI 90c	Satisfaction with waste disposal (triennial survey)	n/a	n/a	77%	n/a	Collected every 3 years	Collected every 3 years
BVPI 91a	Percentage of households resident in the authority's area served by kerbside collection of recyclables	98.80%	99.00%	98.21%	No-demolition of properties with dry recyclable kerbside collections coupled with increase in number of flats/ apartments without kerbside collections resulting in net reduction in properties covered by kerbside collection.	98.50%	99.00%

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 91b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables.	97.30%	97.50%	96.80%	No-demolition of properties with dry recyclable kerbside collections coupled with increase in number of flats/apartments without kerbside collections resulting in net reduction in properties covered by kerbside collection.	98.50%	99.00%
BVPI 199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	14.20%	13.00%	11.10%	Yes	10.50%	10.00%
BVPI 199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	2%	1.75%	1.67%	Yes	1.50%	1.50%
BVPI 199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	0%	0%	0.11%	No - represents 1 unsatisfactory inspection out of 900 undertaken	0	0
BVPI 199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.	3	3	3	Yes	3	2
BVPI 218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	73%	75%	72.35%	No-staff resources affected ability to respond	80%	85%
BVPI 218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	63.79%	70%	78.33%	Yes	85%	90%

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve levels of household recycling and composting	Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan	Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan.	Ongoing and improved promotion for use of recycling service and waste minimisation by enhancing the successful elements of campaigns and linking to service/topical/seasonal issues. Link with STWWMP action plan.	Achievement of joint municipal waste management strategy targets for recycling of 30% 2009/10 45% 2014/15 50% 2019/20	CI03 SP7	5	AHES (LES)
Continue the development of the South Tyne and Wear Waste Management Partnership in respect of the procurement of joint residual waste treatment facilities	Hold Bidders conference Evaluate Pre-Qualification Questionnaires and issue invitations to participate in dialogue and evaluate returns Invite outline solutions and evaluate returns Invite detailed solutions and evaluate returns	Invite and evaluate revised solutions Call for and evaluate final tenders Seek Council approval of Full Business Case and submit to Defra Award contract	Secure financial close of contract and commence development phase with selected contractor.	Secure the award of a contract for the provision of treatment of residual municipal waste that will secure compliance with current and known future legislative demands to 2038	CI03		AHES (LES)
Implement powers permitted under the Clean Neighbourhood and Environment Act 2005 to improve street scene and liveability and reduce instances of anti-social behaviour	Appropriate staff trained and undertaking enforcement duties Extend use of fixed penalty notices and other powers	Project complete Delegated powers being effectively enforced		Quicker and more effective enforcement through increased use of fixed penalty notices Improved street scene and liveability leading to increased satisfaction with Sunderland as a place to live and increased satisfaction with street cleanliness in the city (measured via Annual Residents Survey) Reduced instances of anti-social behaviour	SP5 SP5 SP7	3 5	AHES (LES)

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

FINANCIAL

WASTE DISPOSAL

This budget includes provision for the increase in landfill tax costs and the cost of the waste disposal contract (line 15).

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	608,103	690,377	693,585	Employees	707,835
2	15,214	4,726	4,843	Premises	6,420
3	247,077	271,603	271,603	Transport	271,603
4	1,600,085	128,558	128,558	Supplies and Services	126,981
5	185,556	209,556	209,556	Third Party Payments	74,796
6	(148,847)	0	0	Revenue Contribution to Capital	0
7	19,726	0	0	Delegated Budget c/fwd	0
	2,526,914	1,304,820	1,308,145		1,187,635
8	2,441,731	636,917	663,490	Less Income	80,662
	85,183	667,903	644,655	**Delegated Budget**	1,106,973
				Non-Delegated Items	
9	15,745	3,881	15,496	Employees - FRS17 Pensions Adjustment	6,563
10	50,560	59,437	59,437	Central Support Service Recharges	68,315
11	105,276	83,916	83,916	Departmental Administration	87,639
12	56,375	59,656	59,656	Depot Recharge	47,806
13	24,920	761	761	Repairs and Renewals	2,459
14	170,279	170,279	199,546	Asset Charges	199,546
15	6,506,134	6,400,986	6,427,559	Waste Disposal / Landfill Tax	7,008,928
	6,929,289	6,778,916	6,846,371	**Non-Delegated Budget**	7,421,256
	7,014,472	7,446,819	7,491,026	**TOTAL BUDGET**	8,528,229
	32.0	32.0	32.0	**Total No. of Staff**	32.0

Responsible Budget Holder
Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

CLEANSING SUPPORT

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	205,844	205,851	206,799	Employees	212,950
2	14,452	13,450	13,450	Transport	13,450
3	44,386	30,635	30,203	Supplies and Services	50,940
	264,682	249,936	250,452		277,340
				Less Income	
4	13,439	0	0	Income	0
5	5,551	0	0	Delegated Budget b/fwd	0
	18,990	0	0		0
	245,692	249,936	250,452	**Delegated Budget**	277,340
				Non-Delegated Items	
6	5,113	1,701	2,123	Employees - FRS17 Pensions Adjustment	2,877
7	452,508	272,386	272,386	Central Support Service Recharges	258,659
8	8,545	8,545	8,545	Asset Charges	8,545
	466,166	282,632	283,054		270,081
9	614,249	434,782	434,782	Less Income	425,174
	(148,083)	(152,150)	(151,728)	**Non-Delegated Budget**	(155,093)
	97,609	97,786	98,724	**TOTAL BUDGET**	122,247
	8.5	8.5	8.5	**Total No. of Staff**	8.5

Responsible Budget Holder
Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

LOCAL ENVIRONMENTAL STRATEGY

DEPOTS

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	17,407	27,111	27,503	Employees	8,933
2	381,970	254,847	171,614	Premises	197,816
3	141,802	108,837	107,669	Supplies and Services	90,295
4	7,627	0	0	Revenue Contribution to Capital	0
5	(95,067)	0	0	Delegated Budget b/fwd	0
	453,739	390,795	306,786		297,044
				Less Income	
6	875	0	0	Income	0
7	75,704	0	0	Delegated Budget c/fwd	0
	76,579	0	0		0
	377,160	390,795	306,786	**Delegated Budget**	297,044
				Non-Delegated Items	
8	35,092	34,027	34,027	Central Support Service Recharges	45,675
9	15,574	17,596	17,596	Social Services Recharge (St Marks Garage)	19,552
10	26,771	26,771	41,971	Asset Charges	41,971
	77,437	78,394	93,594		107,198
11	467,855	469,189	469,189	Less Income	404,242
	(390,418)	(390,795)	(375,595)	**Non-Delegated Budget**	(297,044)
	(13,258)	0	(68,809)	**TOTAL BUDGET**	0
	2.0	2.0	2.0	**Total No. of Staff**	1.0

Responsible Budget Holder
Assistant Head of Environmental Services (Street Care Operations)

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Service Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

STREET CARE OPERATIONS

SERVICE ROLES AND RESPONSIBILITIES

Waste Collection

The primary aim of the service is the provision of refuse collection services to all households within the city, and trade waste customers who request a collection service. To achieve this aim the service:

- Undertakes a weekly collection of refuse from over 122,000 households, the majority being serviced by wheeled bins (frequencies may be increased for multi-storey properties)
- Provides a service to over 1,600 trade waste customers
- Undertakes a weekly clinical waste collection service for over 500 households
- Provides a free collection service for bulky and garden waste to prescribed limits
- Deals with incidents of fly-tipping
- Provides a regular kerbside green waste collection service
- Services general waste and recycling containers at Beach Street Civic Amenities Site to ensure adequate capacity for public use.

Street Cleaning

The primary aim of the service is to ensure that the highways of the city are maintained to an acceptable level of cleanliness. To achieve this aim the service:

- Undertakes mechanical and manual sweeping to remove litter from highways and streets
- Empties over 3,000 litter and dog bins to maintain available capacity for use
- Deals with incidents of fly-tipping
- Washes streets in the City Centre during the summer
- Removes gum in the City Centre, principal and secondary shopping centres
- Manages arrangements for removal of graffiti including partnership arrangements with the Probation and Youth Offending Services
- Undertakes programmed cleaning of road gullies
- Undertakes winter service arrangements.
-

Grounds Maintenance

The primary aim of the service is to provide corporate grounds maintenance services for the City Council. To achieve this aim the service:

- Provides ground maintenance services for the council, which includes 2,000 hectares of land, an estimated 2,140,000 trees and provision of weed control for 660 miles of public footpaths
- Provides regular grass cutting on highways verges in partnership with Gentoo within their estate boundaries
- Deals with incidents of fly-tipping
- Provides grounds maintenance services in partnership with the Probation Service, and others to deliver service improvements that are not within the Grounds Maintenance Contract
- Undertakes grounds maintenance to 10 Cemeteries and 22 closed churchyards and provides a grave digging service to a further 3 Churches.

Public Conveniences

The primary aim of the service is the effective provision of clean, well-maintained and operable public conveniences. To achieve this aim the service:

- Provides attended facilities at the Park Lane Interchange
- Provides seasonal attendance at toilets on the sea front at Seaburn and Roker
- Manages 14 unattended units across the city.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

A number of projects are supporting customer-focused services. A service transformation project pilot using mobile technology is allowing staff to record, report and liase with customers at anytime throughout the day and anywhere in the city. Successful completion and evaluation of the pilot will see full implementation including back office support and training.

The service is rolling out integrated refuse and recycling collection services, grass cutting and street cleaning in Sunderland North (following on from their previous introduction in Coalfield and Washington areas). It is planned to roll this out to remaining areas of the city in 2008/09.

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

Neighbourhood Agreements were introduced in a pilot scheme in October 2007. The 5 areas taking part are Doxford Park, Moorsley, 3L's Hendon, Barmston and Witherwack and work is continuing with Gentoo to seek to align frontline service delivery. Alignment of services will include Street Cleaning, Refuse Collection (including Kerb It and Green It recycling services) and Grounds Maintenance services delivered by both the Council and Gentoo.

Good progress is being made in delivering the Street Care Operations contribution to the council's LPSA2 agreement. The service remains on target for the speed at which graffiti is removed and the percentage of land with unsatisfactory levels of litter and detritus, the stretch target is 12% by March 2008, 2006/07 outturn was 11.10%.

The Annual Residents Survey 2006 recorded increases in satisfaction across a number of service delivery areas. Satisfaction with refuse collection increased to 88% in 2006 from 87% in 2005. Those very satisfied increased from 42% to 49%. Street cleaning satisfaction increased to 64% in 2006 from 60% in 2005. Net satisfaction with the service improved from 31% in 2005 to 39% in 2006. Additional one-off investment for cleaning schemes including £500,000 in 2007/08 is enabling the service to sustain an improvement in resident satisfaction.

The refuse collection service undertakes a regular survey of customers, results are published on the Sunderland City Council website. The number of customers rating the service as good or very good is in excess of 90%. Data provided will be analysed and used to identify improvements to either the level or quality of the services being provided.

An audit of street trees is currently being undertaken across the regeneration areas of the city and to date North, East, South and West is complete with Coalfields and Washington areas to be completed by the end of March 2008, The main aim being of the surveys was to identify trees which posed a risk of injury to members of the public or could cause structural damage. By taking a proactive approach rather than a reactive to tree management it has reduced the risks of litigation and also customer requests/complaints which resulted in an overall fall from 36.25% in 2005/06 to 33.60% in 2006/07. The most significant area for the decrease in requests was as a result of tree pruning in Sunderland North.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
A restructuring of Street Care Operations was completed during 2007/08. An individual staff training and development programme is being implemented to reflect the requirements of service transformation via the appraisal process to ensure that staff had the necessary competencies to carry out revised duties arising from the restructure.

A priority programme in the council's improvement programme is mobile working. A service transformation project is being undertaken within the service to enable Environmental Service's staff to use mobile technology to record and report and liase with customers. A pilot scheme is underway and successful completion and evaluation will lead to full implementation.

Policies and procedures have been subject to Impact Needs Requirement Assessments (INRA). These have identified a requirement for ongoing provision of training to staff and the need to ensure that all leaflets used by the service are available in alternative formats. Key Actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Street Care Operations is working to maintain achievement of the stretch targets included in the current LPSA2 agreement. The 2006/07 outturn for the percentage of land with unsatisfactory levels of litter and detritus was 11.1% against the stretch target of 12%, which was to be achieved by March 2008. The speed at which graffiti is removed was 3.99 days in 2006/07 compared to an internal interim target of 4 days (the LPSA stretch target is 3 days to have been achieved by March 2008).

A programme of makeovers has been undertaken across the city in community parks and open spaces, including tree thinning and shrub, undergrowth and rubbish removal. This has helped to improve appearance of the targeted areas, remove the fear of crime and reduce ongoing maintenance requirements. Operational activity continues to be kept under review with the aim of securing continual improvement.

The procurement process for precinct and small mechanical road-sweepers is providing for greater availability of vehicles in a sector notorious for breakdown and maintenance problems. Revised shift patterns and the use of vehicles over two shifts rather than one will realise further benefits.

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

The issue of litter around schools has been identified as a particular problem, and additional litter bins have been installed in school areas and a project with schools, council officers (including school meals) and street cleaning services has produced a DVD to be used in schools to educate children (funding from the Safer Communities fund).

A Street Care Operations risk management plan and service continuity plan is revised in line with the corporate timetable, any new risks identified are incorporated. Work is continuing to monitor a key risk (the impact of Building Schools for the Future and the School Academy programme on the service). The Service is part of a Corporate Traded Services Working Group reviewing current individual service level agreements to identify best practice which would be included in the corporate SLA. This would include both charged and free services provided including arboricultural / horticultural advice, fine sports turf advice, waste disposal costs for refuse collection working with schools and pupils on environmental works and educational events. The Service also provides mentoring for placements through Teenagers to Work and Pupils First

Street Cleaning and Litter
This service area remains a key council and community priority and additional investment has been targeted to this area in recent years resulting in a positive effect on our performance and satisfaction ratings.

Significant additional funding has been invested during the period 2004/05 to 2007/08 which has targeted street care, litter response, street sweeping and graffiti removal.

This investment continues to improve performance in respect of BVPI 199a (percentage of land with unsatisfactory levels of litter and detritus), as set out below. This improvement resulted in the authority moving from the upper median quartile in 2005/06 to the upper quartile in 2006/07 when compared to Metropolitan Authorities and moved from the lower median quartile to the upper median quartile when compared to All England. Sunderland is currently ahead of its LPSA2 target of 12%, which is due to be achieved by March 2008.:
2004/05 - 22.14%
2005/06 - 14.2%
2006/07 - 11.1%.

Actual improvement in performance can also be correlated with MORI survey results in 2006, which show that more residents now believe that the City is cleaner and greener and less dirty (BVPI 89) than in 2005 (59% satisfied in 2006 compared to 58% in 2005). Mori satisfaction with Street Cleaning increased from 60% in 2005 to 64% in 2006.

Integrated refuse collection and recycling services, grass cutting and street cleaning have been rolled out in the Coalfield, Washington and Sunderland North areas. Further service enhancements should be realised as the service delivery model is rolled out in remaining areas. Zoned collection arrangements will be further extended across the city to help contain costs.

Refuse Collection
Mori Residents Annual Survey 2006, satisfaction with refuse collection was 88% (87% in 2005) Satisfaction with recycling services increased from 69% to 78%. BVPI 90a (satisfaction with waste collection services) declined from 89% in 2003 to 83% in 2006, h6owever, this is still above the average satisfaction of 79% for Single Tier Councils in England.

The service is a member of Association for Public Service Excellence (APSE) Performance Networks which allows it to benchmark service costs and performance data with other family group members.

The 2008/09 budget was set to take account of efficiency savings totalling £5,000 in respect of cleaning of Public Conveniences.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Additional investment in street scene and makeovers are producing improvements across the city, which is reflected in improving satisfaction ratings, and providing a positive perception of the city. Street Care Operations will continue to review operational activity as necessary to ensure continual improvement and efficiencies.

The service is actively involved with the Local Multi-Agency Problem Solving Groups to address issues of safety and anti-social behaviour/environmental crime.

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

The service is cooperating with Gentoo in respect of neighbourhood agreements; this is supporting SP7 Attractive and Accessible City and Emerging Theme ET5 Attractive and Inclusive City, of the new Sunderland Strategy.

Street Care is accredited to the internationally recognised quality standard ISO 9001. The service underwent a successful surveillance visit undertaken by Lloyds Register of Quality Assurance in 2007. This demonstrates that the Street Care service is evaluating the effectiveness of its services and it provides clear evidence of continual improvement in the service it provides to its customers.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP	**Parks Open Spaces and Grounds Maintenance** % of requests / complaints in relation to:						
	- Grass Cutting	13.90%	21.40%	11.60%	Yes	13.70%	11.40%
	- Shrubberies	13.50%	24.30%	10.50%	Yes	13.30%	10.30%
	- Trees	36.25%	34.30%	33.60%	Yes	34.25%	31.60%
	- Footpath Weed Treatment	6.33%	4.75%	6.30%	No-Contractor weed spraying problems	4.85%	6.10%
	Litter	7.80%	9.09%	10.00%	No	7.60%	9.80%
	Miscellaneous	4.00%	5.70%	3.50%	Yes	4.00%	3.30%
OP	**Parks, Open Spaces and Grounds Maintenance** Acquired Quality Levels against standard (within contract)						
	Contract G	99.00%	98%	92.00%	No-Problems with contractor spraying in areas G & H	98%	98%
	Contract H	99.00%	98%	94.00%	No	98%	98%
	Contract I	98.00%	98%	97.00%	No	98%	98%
	Contract J	97.00%	98%	98.00%	Yes	98%	98%

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Introduce integrated neighbourhood refuse collection and recycling service's, street cleaning and grounds maintenance services in the city of Sunderland	Introduce Integrated services to the remaining areas of the City of Sunderland (South, East and West)	Undertake an evaluation of the service improvements realised	Project complete Refuse Collection (including Kerb It and Green It) re-zoned. Grounds Maintenance and Street Cleaning services re-scheduled and aligned with Refuse collection and grass cutting provided by Gentoo	Improved resource provision. Improvement in perception of the city's image. Increase in resident satisfaction with the service. Improved customer focused services better VFM, Sustainable and seamless service delivery	CI01 CI03 SP7	5	AHES (SCO)
Develop the skill base of the Street Care Operations management and operatives in line with Improvement Programme Service Transformation Project timescales to increase employee morale by moving them out of pay protection and empowering them to take ownership and make decisions. Provide better customer service	Implement and undertake evaluation of service improvements realised	Project complete Mobile technology in use Speedier and more effective resolution of customer requests Development of multi-skilled staff		Use of mobile technology that speeds up reporting and ultimate resolution of customer requests. Development of multi skilled staff. Greater job satisfaction and retention of skilled staff. More efficient use of resources	CI02		AHES (SCO)
Implement powers permitted under the Clean Neighbourhood and Environment Act 2005 to improve street scene and liveability and reduce instances of anti-social behaviour	Appropriate staff trained and undertaking enforcement duties Extend use of fixed penalty notices and other powers	Project complete Delegated powers being effectively enforced		Quicker and more effective enforcement Improved street scene and liveability	SP5 SP5 SP7	3 5	AHES (SCO)

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

FINANCIAL

WASTE COLLECTION

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	114,729	121,561	122,126	Employees	129,660
2	7,929	2,378	2,420	Premises	2,420
3	472,546	750,747	750,747	Transport	701,747
4	152,950	135,156	135,156	Supplies and Services	135,156
5	3,432,164	3,337,209	3,359,944	Contribution to Trading Service	3,431,792
6	227,711	0	0	Delegated Budget c/fwd	0
	4,408,029	4,347,051	4,370,393		4,400,775
7	933,979	1,043,548	1,043,548	Less Income	1,095,725
	3,474,050	3,303,503	3,326,845	**Delegated Budget**	3,305,050
				Non-Delegated Items	
8	5,748	3,207	4,001	Employees - FRS17 Pensions Adjustment	5,423
9	68,083	74,758	74,758	Central Support Service Recharges	67,392
10	438,615	339,960	339,960	Departmental Administration	351,153
11	125,563	121,156	121,156	Depot Recharge	107,017
12	78,533	78,533	78,533	Asset Charges	78,532
	716,542	617,614	618,408	**Non-Delegated Budget**	609,517
	4,190,592	3,921,117	3,945,253	**TOTAL BUDGET**	3,914,567
	3.0	3.0	3.0	**Total No. of Staff**	3.0

Responsible Budget Holder
Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

STREET CLEANING

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	344,763	234,362	234,963	Employees	226,090
2	6,728	4,264	4,264	Premises	4,264
3	705,311	495,517	495,517	Transport	661,167
4	345,386	306,507	306,507	Supplies and Services	306,507
5	8,099	31,628	31,628	Third Party Payments	33,708
6	3,895,906	4,285,555	4,316,895	Contribution to Trading Service	4,300,989
7	274,055	0	0	Delegated Budget c/fwd	0
	5,580,248	5,357,833	5,389,774		5,532,725
8	580,866	229,131	229,131	Less Income	173,774
	4,999,382	5,128,702	5,160,643	**Delegated Budget**	5,358,951
				Non-Delegated Items	
9	8,122	3,440	4,292	Employees - FRS17 Pensions Adjustment	5,817
10	33,151	31,164	31,164	Central Support Service Recharges	70,966
11	315,247	258,495	258,495	Departmental Administration	257,249
12	143,142	137,740	137,740	Depot Recharge	130,969
13	29,111	29,111	29,111	Asset Charges	29,112
	528,773	459,950	460,802		494,113
14	1,986,182	1,933,695	1,933,695	Less Income	1,999,935
	(1,457,409)	(1,473,745)	(1,472,893)	**Non-Delegated Budget**	(1,505,822)
	3,541,973	3,654,957	3,687,750	**TOTAL BUDGET**	3,853,129
	13.0	5.0	5.0	**Total No. of Staff**	4.5

Responsible Budget Holder
Assistant Head of Environmental Services (Local Environment Strategy)

NEIGHBOURHOOD AND STREET SERVICES

STREET CARE OPERATIONS

PUBLIC CONVENIENCES

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	79,145	99,298	99,999	Employees	102,939
2	85,984	106,315	114,405	Premises	110,477
3	3,563	269	269	Supplies and Services	269
4	35,401	0	0	Delegated Budget c/fwd	0
	204,093	205,882	214,673		213,685
5	491	128	128	Less Income	134
	203,602	205,754	214,545	**Delegated Budget**	213,551
				Non-Delegated Items	
6	1,086	2,008	1,172	Employees - FRS17 Pensions Adjustment	1,589
7	34,660	40,218	40,218	Central Support Service Recharges	52,229
8	21,614	20,796	20,796	Departmental Administration	23,599
9	40,354	31,618	31,618	Repairs and Renewals	33,236
10	59,281	49,223	122,358	Asset Charges	122,358
	156,995	143,863	216,162	**Non-Delegated Budget**	233,011
	360,597	349,617	430,707	**TOTAL BUDGET**	446,562
	6.0	6.0	6.0	**Total No. of Staff**	6.0

Responsible Budget Holder
Assistant Head of Environmental Services (Local Environment Strategy)

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

HIGHWAYS AND BUILDING MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure safety and serviceability for users of the council's highways and buildings facilities. To achieve this aim the service:

- Maintains the highways infrastructure
- Provides a repairs, maintenance and refurbishment service to all education and civic buildings
- Undertakes new-build projects
- Provides a 24 hour emergency standby service for specified areas of the service (drainage, alarms, glazing)
- Manages the routine building maintenance budget.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Customer questionnaires are issued to residents to provide feedback in relation to recently completed highways schemes undertaken by Highways Maintenance in the city. The process is administered by the client, Development and Regeneration. Whilst no particular trends have been identified from completed questionnaires, feedback has generally been very positive e.g. Cleveland Road highways scheme.

A customer questionnaire in respect of the Drainage Service is being developed to allow customer feedback to inform continual improvement of the service.

Building Maintenance undertake a programme of telephone surveys regarding maintenance work undertaken by the service. No significant trends have been identified from these.

Following an Ofsted review of Education Services in 2005 a key recommendation was to carry out a further review of Building Services and Property Services functions. This has taken place and as a result 14 posts have been relocated from Development and Regeneration Property Services to the Community and Cultural Services Building Maintenance Service. This will enable a simple and speedy response to service delivery.

The service has been considering the introduction of handheld technology (Personal Digital Assistant's) to provide enhanced service delivery with associated efficiencies. Further developmental work is awaiting the outcome and evaluation of a service enhancement project using handheld technology in Street Care Operations.

Further customer service improvements are being planned through the introduction of satellite tracking technology in vehicles. This will allow managers to plan work more effectively and provide efficiencies by reducing the mileage travelled by the vehicles. Following installation it is planned to monitor and evaluate the service improvements realised.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

There are currently no Impact Needs Requirement Assessments (INRA) identified for Highways and Building Maintenance.

Building Maintenance has been monitoring the potential impact of the Building Schools for the Future and the School Academy building programme on its future service provision. Procurement will be via design and build with facilities management packages being let upon completion. The service will work hard to retain contracts by ensuring the in-house package provides best value. The council has an ongoing property rationalisation programme, which will potentially affect Building Maintenance capacity and this continues to be monitored.

Highways and Building Maintenance staff continue to participate in the council's Leadership Development Programme. Appraisals for operatives are to be used as an important component of the new arrangements to replace the current bonus scheme.

The service has a rigorous meeting structure in place, which provides the opportunity to cascade information to managers and staff. Within Highways and Buildings Maintenance, the Assistant Head of Service meets regularly with section heads and formal Senior Management Team meetings are held on a monthly basis. The operations managers cascade relevant information via Tool Box Talks, these are meetings of frontline operatives.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The service has a Risk Management Action Plan and Business Continuity Plan. These are reviewed on an ongoing basis to reflect changes in operational activity.

Building Maintenance is a member of the Association of Public Service Excellence (APSE) Performance Networks. This provides an opportunity to share best practice and benchmark with other services nationally. Sunderland remains in the upper quartile for its service provision.

Highways Services has benchmarked its schedule of rates costs with other Tyne and Wear authorities during 2007. This demonstrated that the service is providing value for money with only one other authority having rates for highway footpath maintenance schemes that were lower than Sunderland.

Additional investment has been provided for the introduction of satellite tracking technology within the service's vehicle fleet. This will provide service improvements and associated efficiencies. The service will monitor and evaluate the success of the technology during 2008/09.

The relocation of 14 staff (13.4 FTE's) from Development and Regeneration Property Services to Community and Cultural Services Building Maintenance will provide efficiency savings arising from the rationalisation of posts and simplified working procedures. The service will develop key performance indicators and benchmark costs in 2008/09 to monitor and evaluate the success of the new arrangements.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Highways and Building Maintenance Service delivers services that have a direct impact upon a number of the Emerging Themes in the new Sustainable Community Strategy. This is particularly true in respect of 'Attractive and Inclusive City', where the service is providing a well-maintained highways infrastructure that provides ease of movement essential for every aspect of life in the city and which brings economic benefits. It is contributing to 'Learning City' through the provision of a repairs, maintenance and refurbishment service to education and civic buildings.

The service works with a number of partners across the city including Adult Services, Children's Services, the Development and Regeneration directorate and City Schools to deliver effective services city-wide.

The service is ISO9001 accredited. The service underwent a successful surveillance visit undertaken by Lloyds Register of Quality Assurance in 2007. This is an internationally recognised standard, which demonstrates that an organisation is capable of evaluating the effectiveness of its services and it provides clear evidence of continual improvement in the level of service it delivers to its customers thus providing excellence in service delivery.

Building Maintenance won one of Sunderland City Council's Building Control quality awards for work they undertook in creating new sports and community facilities at Barnwell Primary School. The construction work was of such high quality that they were awarded the Community/ Best Access project award.

PERFORMANCE INDICATORS
Highways and Building Maintenance have no key performance indicators at the present time. However following the relocation of personnel from Property Services into Building Maintenance to provide new arrangements for the delivery of property maintenance services it is intended to develop key performance indicators and benchmark costs in 2008/09 to monitor and evaluate the success of the new arrangements.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Monitor the impact of the Building Schools for the Future and School Academy programme to ensure the retention of services in-house through providing best value.	Attend Corporate Working Group to influence BSF agenda	Attend Corporate Working Group to influence BSF agenda	Project complete FM packages negotiated for new facilities	Service retained in-house leading to retention of jobs in the city that benefits the local economy	SP1 SP6 CI04	4	AHES (H& BM)

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Monitor impact of BSF programme on the value of Council's Capital Programme work available to the Building Maintenance Service. Develop FM interim arrangements for existing school buildings in the BSF / Academies Programme	Monitor impact of BSF programme on the value of Council's Capital Programme work available to the Building Maintenance Service. Develop FM interim arrangements for existing school buildings in the BSF / Academies Programme		Thresholds negotiated, benchmark evidence (historical rates) developed to provide best possible schedule of competitive rates for customers			
Renew Highways Maintenance term contract in respect of highways general repairs and maintenance schemes in the City of Sunderland	Undertake negotiation of new Term Contract with Development and Regeneration Directorate	Implementation of new contractual arrangements and associated performance / reporting mechanisms	Project complete New contractual arrangements operating Performance management framework to monitor effectiveness in place	Services retained in-house leading to retention of jobs in the city that benefits the local economy	CI01 CI03 CI04		AHES (H& BM)
Further system development of the SAP Financial Management System through introduction of the Cross Application Time Sheet (CATS) Module (electronic operatives timesheets rather then manually inputted paper system)	introduce module If feasible Introduce new technology	Review and evaluate service improvements	Project complete Electronic timesheets being used	Service improvement with associated efficiency gains through replacement of manually inputted timesheets with an electronic system	C101 C103		AHES (H& BM) BOM

NEIGHBOURHOOD AND STREET SERVICES

HIGHWAYS AND BUILDING MAINTENANCE

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Non-Delegated Items	
1	761,344	869,604	869,604	Verge Maintenance	782,908
2	1,009,027	965,036	965,036	Sweeping	1,026,014
3	239,532	219,442	219,442	Drainage Cleaning	220,076
4	737,623	749,217	749,217	Winter Maintenance	753,845
5	81,049	131,952	131,952	Central Support Service Recharges	119,599
	2,828,575	2,935,251	2,935,251	**TOTAL BUDGET**	2,902,442

Responsible Budget Holder
Assistant Head of Environmental Services (Highways and Building Maintenance)

BUILDING SERVICES SURVEYING

Staff relocated from Development and Regeneration Property Services from 1st December 2007. The transfer will provide efficiency savings arising from the rationalisation of posts and simplified working procedures.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	0	0	133,695	Employees	428,360
2	0	0	5,252	Transport	15,850
3	0	0	50	Supplies and Services	150
	0	0	138,997		444,360
4	0	0	138,997	Less Income	462,368
	0	0	0	**Delegated Budget**	(18,008)
				Non-Delegated Items	
5	0	0	0	Employees - FRS17 Pensions Adjustment	18,008
	0	0	0	**Non-Delegated Budget**	18,008
	0	0	0	**TOTAL BUDGET**	0
	0.0	0.0	4.5	**Total No. of Staff**	14.0

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide fleet management services across the council. To achieve this aim, the service:

- Undertakes the acquisition, hire and licensing of the council fleet in accordance with the Goods Vehicles (Licensing of Operations) Act 1995
- Ensures that the council fleet meets the authority's needs in an effective and efficient way
- Provides fuel for all council vehicles and plant
- Minimises the impact of the council's vehicle fleet on the environment
- Reviews facilities afforded within depots to ensure they adequately support front-line services.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Following feedback from internal customers, the Transport Service has been working with services to introduce vehicle tracking technology into vehicles as this offers the potential for improved service delivery and associated efficiency savings. A contractor has been appointed to undertake the installation work and the Transport Service will work with users to evaluate and measure improvements.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The Transport Service has undertaken Impact Needs Requirement Assessments in respect of the New Vehicle Specification procedure and the Dispensing of Fuel procedure. An action arising from these assessments is a requirement to provide further training on equality issues for staff within the service. The procedure for Dispensing of Fuel has been amended so that staff provide assistance on request to those persons requiring it when refuelling their vehicle. Key actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

The New Vehicle Specification Pro Form has been amended to remind staff to consider the specification in line with issues of equality. Systems have been established to ensure that managers consider issues such as driver disability when developing specifications.

Staff training remains ongoing as a key component of the Performance Appraisal system.

The Transport Services Manager is a member of the Local Environmental Strategy management team and attends meetings of the team on a regular basis to discuss key operational issues. The Transport Services Manager regularly updates staff individually to ensure that they remain informed about corporate and operational issues.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The service does not currently report against any key performance indicators however, two operational performance indicators have been introduced to monitor efficiency gains relating to the introduction of vehicle tracking technology into council vehicles and the North East Centre of Excellence Specialist Vehicle Procurement Project. A baseline to measure efficiencies from the introduction of vehicle tracking technology is to be established during 2008/09.

The service is also to introduce a performance indicator to measure its contribution to the council's Carbon Management Programme in conjunction with the Council's Local Agenda 21 Officer.

The Transport Service is a member of the Tyne and Wear Efficiency Group Transport Project that is reviewing the provision of transport services across the Tyne and Wear local authorities. The project, which is led by Newcastle City Council, will seek to explore ways in which collaborative working can produce efficiencies and service improvements in the provision of transport services across the Tyne and Wear authorities. An operational framework is to be developed in 2008/09 to implement any agreed recommendations.

The service has a Risk Management Action Plan and Business Continuity Plan. These are reviewed on an ongoing basis to reflect changes in operational activity.

The Transport Service is working with internal services to introduce Satellite Tracking Technology into council vehicles. The Transport section will work with those services using the technology to monitor improvements in service delivery, and the efficiencies realised. These are expected to include a reduction in the mileage travelled by vehicles with subsequent benefits in respect of fuel costs.

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

The Service is a member of the Association of Public Service Excellence Performance Networks. It is also represented at the North East Transport Managers Group. This affords the opportunity to share best practice with other transport services and benchmark matters such as, weekly hire rates for different vehicle types and MOT data. A major benefit of this group is that it allows the free transfer of information between the member Authorities.

The service is continuing to monitor developments in respect of bio-diesel to ensure that the council is best placed to take advantage of industry developments (bio-diesel reduces carbon emissions through the introduction of renewable resources).

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Transport Service is a member of the Tyne and Wear Efficiency Group Transport Project being led by Newcastle City Council. The project is reviewing the provision of transport services across the Tyne and Wear local authorities and will seek to explore ways in which collaborative working can produce efficiencies and service improvements in the provision of transport services across the Tyne and Wear authorities.

The service is continuing to ensure that all council vehicles are liveried in line with the city image to embed the city brand values of "life enhancing", "balanced" and "smart".

The Transport Service is accredited to the internationally recognised quality standard ISO 9001. The service underwent a successful surveillance visit undertaken by Lloyds Register of Quality Assurance in 2007. This demonstrates that the service is evaluating the effectiveness of its services and it provides clear evidence of continual improvement in the service it provides to its customers.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP	Reduce the mileage travelled by council vehicles that have the Satellite tracking technology installed.	n/a	n/a	n/a		n/a	Establish baseline
OP	Savings realised from the contract hire of the mechanical road sweepers	n/a	n/a	n/a		£60,000	n/a
OP	Carbon Emission Indicator on fuel consumption on new vehicles obtained via new Contract Hire arrangements	n/a	n/a	Establish baseline		None Set	None Set

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Provide technical advice to council front line services in relation to the introduction of vehicle tracking technology	Monitor and evaluate service improvements and efficiencies	Share performance data with other directorates who currently do not use technology in their vehicles so that they can make an informed decision as to the benefits of installation	Share performance data with other directorates who currently do not use technology in their vehicles so that they can make an informed decision as to the benefits of installation	Service improvement with associated efficiency gains (to be measured via use of an operational performance indicator)	CI01 CI03		TrSM
Realise the deliverables (Joint Authority procurement via Nepo) in the Tyne and Wear Chief Executives Transport Efficiency Group	Attend meetings of Project Board (Transport Managers from each of the 5 Tyne and Wear Authorities) as required who act as "Senior Suppliers"	Implement key actions (if agreed by the partner authorities)	Monitor and evaluate the impact of the project.	Deliverables determined Actions implemented. Quantifiable Efficiencies realised	CI03 CI04		TrSM
Ensure that council vehicle livery reflects the city image in line with guidance from Corporate Communications	Work with the Corporate Communications to introduce vehicle livery (dependent on individual directorate requirements) that is compatible with the new city image	Work with the Corporate Communications to introduce vehicle livery (dependent on individual directorate requirements) that is compatible with the new city image	Work with the Corporate Communications to introduce vehicle livery (dependent on individual directorate requirements) that is compatible with the new city image	Council vehicle's embed the brand values of "life enhancing", "balanced" and "smart"	CI04		TrSM

NEIGHBOURHOOD AND STREET SERVICES

TRANSPORT

FINANCIAL

The costs in relation to the transport administration section are recharged out across the various Council directorates, whilst the costs of vehicle repairs are charged back into the respective client budgets of Waste Collection and Street Cleaning.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	475,525	487,314	489,717	Employees	502,339
2	67,394	65,228	65,228	Premises	65,228
3	1,268,050	1,096,334	1,073,861	Transport	1,096,334
4	105,210	22,598	22,486	Supplies and Services	22,449
	1,916,179	1,671,474	1,651,292		1,686,350
				Less Income	
5	303,617	71,366	71,366	Income	73,048
6	39,848	0	0	Delegated Budget c/fwd	0
	343,465	71,366	71,366		73,048
	1,572,714	1,600,108	1,579,926	**Delegated Budget**	1,613,302
				Non-Delegated Items	
7	88,315	74,947	74,947	Central Support Service Recharges	61,068
8	65,368	0	0	Departmental Administration	0
9	7,861	8,148	8,148	Depot Recharge	6,427
10	9,043	8,315	8,315	Asset Charges	8,315
	170,587	91,410	91,410		75,810
11	1,753,447	1,691,518	1,691,518	Less Income	1,689,112
	(1,582,860)	(1,600,108)	(1,600,108)	**Non-Delegated Budget**	(1,613,302)
	(10,146)	0	(20,182)	**TOTAL BUDGET**	0
	20.0	20.0	20.0	**Total No. of Staff**	20.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to provide a range of operational services, strategic guidance and advice to customers, stakeholders and partners across the city. To achieve this aim, the service:

- Promotes a holistic approach to the promotion of health and lifestyle choices
- Provides strategic advice and guidance to all customers and stakeholders relating to operational services
- Provides and enables high quality nutritionally balanced meals across the community and in schools
- Provides a high quality catering service to civic buildings, events and the community
- Provides a responsive internal building cleaning service to a range of schools and civic buildings.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Mori Annual Residents Survey 2006 indicated that 70% of users were satisfied with the school meals service, a drop of 6% in satisfaction since 2005. This drop in satisfaction reflects general public opinion nationally regarding the introduction of healthier school meals. Other consultation that has been undertaken includes a parent survey, individual school surveys with head teachers and pupils and consultation through student groups. Cooks comments are fed in through cluster groups that are meetings at which cooks and catering supervisors meet to discuss work issues. All inform the development of the school meals service for both menu and service delivery. The service is looking to develop a parent's working group to consult on menu development and further work is to be undertaken with the Youth Development Service to develop innovative ways of consultation with children. Work is ongoing with ICT to develop a computerised method of collecting data that will be viewed positively by children as a means of consultation.

The School Meals service has attended many parents' evenings to promote the meals service, providing tasters of menus and inviting parents to visit the lunchtime service. Elected members, many of whom are school governors, have also been sampled and commented upon recipes and menus following meetings of Committees and full Council.

A review of council vending has been completed and tenders were invited for provision of a managed vending service. Evaluations of the returned bids from the three interested companies will be undertaken.

A review of Facilities Management has been undertaken and structural changes will be approved via Corporate Personnel. This will ensure the service is best placed to meet the challenge and opportunities presented by the Building Schools for the Future (BSF) and the School Academy programme. Officers from the service remain engaged with the steering groups of BSF to inform the planning and development of facilities and services within new premises e.g. consultation on kitchen design.

Development work has commenced with the supplier of the school meal 'cashless card system' to allow for greater flexibility. It is anticipated that individual reports will be generated which will inform sales mixes. This will enable the service to identify popular sales items as well as being able to provide information regarding healthy choices purchased. Therefore reports can be developed for parents to inform them of their child's school meal preferences.

A roll-out of Meals at Home computerised administration system that provides a centralised system for data storage and more efficient route planning, recording of meal numbers and delivery of an improved service to the customer has been completed and is now being monitored for performance. Research is also being undertaken in conjunction with ICT on an external computerised system that will also incorporate the function of invoicing and inform debt collection.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Additional funding from DfES (now Department for Children, Schools and Families (DCSF)), initially until 2008, resulted in the creation of six new posts, Specialist Dietician, Food in Schools Coordinator and four Food in Schools Workers. The Food in Schools Team is now firmly established with many positive comments being received from teachers and pupils. Year one has seen 20,649 pupils benefit from the interactive sessions undertaken by the Food in School workers. Early evaluations have seen meal numbers rise in some schools where the workers have carried out their sessions. For example in St John Boste a 19.7% increase in school meal uptake was recorded. Discussions with partners are taking place to look at how the programme can be sustained beyond 2008 when the transitional school meals funding comes to an end.

Training of teachers and staff in level two nutrition has been established. The Food in Schools Coordinator is currently working with forty-nine schools to develop Whole School Food Policies. A whole school food policy is a shared, evolving document for all stakeholders that interact within a school. It expresses a common vision of the ethos, status and role of all aspects of food within a school. The policy aims to develop a coherent whole school approach to healthy eating activities including all aspects of school food guidance. Consultation plays a major role when developing a whole school food policy.

Fifteen schools have developed and implemented these policies. Five schools have achieved Healthy School Status. Evidence of the implementation of these policies, and of the work of the Food in School workers, supports schools during their Ofsted inspections.

The Building Cleaning Service continues to secure new contracts resulting in the recruitment of additional staff. Difficulty is still being experienced by all sections with recruiting staff due to Criminal Record Bureau (CRB) checking and medical clearance procedures. Discussions are taking place with Human Resources to review the application forms and to speed up medical clearance and CRB checking systems.

Equality Impact Needs Requirement Assessments (INRA) has been carried out in relation to all key policies and procedures. The key action identified is a requirement for ongoing staff training in relation to equality matters and it is planned to provide training via the corporate on line system. Those individuals who do not have computer access will complete a paper version of the training. Key Actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

The service provides opportunities for young people to gain work experience by, for example, participating in the Pupil First programme. Two pupils were given a work experience opportunity this year with one gaining skills in administration and the other with the Food in Schools Team. The Team also worked with Sunderland University to provide placements to third year students.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The service does not report against any statutory performance indicators at this time but does benchmark with other local authorities and is part of the Association of Public Service Excellence (APSE) Performance Networks that allows the comparison of performance against other national and local authorities. The networking groups are used to monitor those services within the top quartile position and to seek out best practice from those high performing authorities. The service also continually compares school meal uptake figures both from an internal and historic perspective. In future this data will require reporting as a target within the New Performance Framework for Local Government and Local Authority Partnerships that replaces the existing BVPI and Performance Assessment Framework from April 2008.

Within the 2006/07 APSE performance network for education catering, the school meals service performs particularly well in primary school meal uptake, with paid meal uptake well above average scores, and free school meal uptake the highest within the family group. The majority of performance indicators for building cleaning are well within accepted parameters, including cost per square metre for all areas cleaned, and cleaning materials as a percentage of cost.

A School Food Strategy is too be presented to Cabinet in March 2008. A steering group is to be set up to manage and implement the strategy, which brings together all relevant local and national strategies in relation to school food.

DfES (now Department for Children, Schools and Families) transitional school meal funding for the work of the Food in Schools Team contributes to the Health and Well-being agenda through the promotion of healthy eating. Work is being undertaken with schools to develop policies to increase meal uptake further and meet potential national targets around school meal take up.

The service has been involved in the transformation of a servery kitchen into a fully equipped production kitchen at Ryhope St Patricks School. The head teacher and pupils are delighted with the new facility that now enables meals to be freshly prepared on site. A review of vending services has resulted in a tendering process to look towards a more efficient and cost effective provider of vending services throughout council premises as required.

Risk management is built into the service planning process with the action plans reviewed quarterly.

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

The service has ISO 9001 quality accreditation and internal audits are used to inform service improvements. Trends continue to be monitored and discussed to ensure consistency; statistics are reported to the staff through cluster group meetings, which are held each term with catering employees.

Primary School meal take up for 2006/07 was 51.2% for 2006/07, 11.2% above the national average as reported through the Local Authority Catering Association (LACA). Extensive work with secondary schools in September 2007 in developing new policies provided a 22% increase in income. The service has been working in conjunction with Corporate Procurement to review food and cleaning material contracts. Discussions regarding best practice and the use of economies of scale have been undertaken with other regional authorities with a view to delivering efficiency savings into the future.

Against the 15 authorities in our APSE benchmarking group we have an average cost per meal of £196 against an average cost of 2.24

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

A partnership has been formed with Sunderland Football Club (SAFC), with Niall Quinn endorsing the School Meal menus; copies of menus with his endorsement have been forwarded to all parents and pupils. SAFC were so impressed that the service is providing a monthly meal for all its staff. Further development of the relationship with SAFC will be undertaken to further promote the school meals service.

A marketing campaign is to be developed to further promote the proactive work of the service across a variety of media outlets. Recent media coverage has included articles in the local newspaper and national trade publications as well as interviews on Newcastle, Century and Sun FM Radio, around work carried out by the Food in Schools Team, the promotional links with SAFC and the increase in school meal uptake in secondary schools. Discussions have been undertaken to develop a six-month programme for marketing the school meals service in 2008.

The Strategic Manager won the Education Caterer of the Year and the service was short listed as a finalist at the Annual APSE Service Awards ceremony in the Best Catering Team category.

Partnership working across other directorates and external agencies has resulted in the development and production of a recipe leaflet and a packed lunch leaflet. Other projects include:

- Family learning through Football and Fitness in association with SAFC Community Foundation.
- LAF(Lifestyle Activity Food) summer programme in association with Leisure Services and City Hospitals Dietetic Department
- Eco Rangers in association with Environmental Services
- Growing club in association with Easington Lane Community Access Point
- 'Lets make lunchtime fun' training pilot scheme in association with the Behavioural Education Support Team (BEST).

We are supporting the School Food Trust's Million Meals campaign to increase the uptake of school lunches by a million every day.

The Food in Schools Team has delivered training sessions to teaching staff and parents around nutrition, as well as the development of School Nurse training which the Specialist Dietician has now delivered in two pilot schools.

The service is part of the project to develop the 'My City' DVD that depicts the work undertaken by the service in respect of lunchtime initiatives and encouraging healthy eating.

Promotional work includes presentations at conferences with demonstrations from the Food in Schools workers, the latest being at the School Food Trust event to celebrate the launch of the National Good Practice Network at which Sunderland was the only authority to be invited to set up a display of its work.

The service provides and manages hospitality for prestigious events including the Air Show, Remembrance services and the Mayor's Charity Ball, as well as catering for many different council events such as the Mayor at Home, State of the City Debate and all full council meetings.

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
APSE 03	Free Meal uptake Total	72.70%	72.70%	79.60%	Yes	75.50%	78.00%
APSE 04	Free meal uptake Primary Schools	82.80%	84.90%	90.20%	Yes	86.00%	86.50%
APSE 06a	Free Meal uptake Secondary Schools	53.30%	48.60%	57.50%	Yes	53.00%	58.00%
APSE 07	Paid Meal uptake Total	40.20%	38.40%	34.50%	No - Introduction of healthier menus that commenced in Sept 06 as a result of the government's new food based standards.	38.00%	35.00%
APSE 08	Paid meal Uptake Primary schools	45.80%	45.70%	42.60%	No - as above	45.00%	43.00%
APSE 10	Paid Meal uptake Secondary Schools	31.30%	27.00%	21.70%	No - as above	21.50%	25.00%
APSE 20b	% staff absence excluding long term (front line)	3.10%	3.00%	3.95%	Ongoing staff recruitment problems and unexpected periods of high staff sickness levels	3.00%	3.50%
APSE23	Sq. Mar cleaned per hour primary	0.73	0.77	0.65	Reductions in school cleaning budgets	0.73	0.73
APSE 06	Cleaning material costs as a % of the total service	n/a	2.70	2.70	Yes	2.70	2.70
OP	Meals at Home - To be agreed once all sites have transferred and the ICT system is up and running.	0	tbc	tbc	The ICT system will be implemented into the final two units during October.		tbc
OP	Food in Schools Team - no. of schools with whole school food policies	0	30	49	Yes	60	70
OP	No. of schools achieving the healthy eating core theme within the healthy schools programme	n/a	32%	50%	Awaiting figures from schools.	60%	70%

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Development and promotion of the school meals service to meet the national nutritional standards for school food and influence the adoption of healthier lifestyles amongst Sunderland's citizens.	Implement nutrient based standards in all primary schools by 2008 and in all secondary schools by 2009.	Continued development of the Service.	Continued development of the Service	Meeting the national nutritional standards for school food.	SP2 SP4 CI01	2	AHCS (FM) S&SSSM OM
	Work in partnership with schools to promote school meal uptake	Work in partnership with schools to promote school meal uptake	Work in partnership with schools to promote school meal uptake	Increased uptake of healthier school meals	SP2 SP4 CI01 CI01 CI02 CI03	2	(FM) AHCS (FM) S&SSSM OM
	Implement actions outlined within the Sunderland School Food Strategy	Review and deliver actions within the strategy	Review and deliver actions within the Strategy	Outcomes as above			(FM) AHCS (FM) S&SSSM OM (FM)
	Work with schools to implement initiatives outlined within the Food in Schools programme.	Monitor and review the programme.	Evaluate the impact and review actions within the programme	Achievement of Healthy School status for all schools in Sunderland

Supporting the achievement of the five outcomes of 'Every Child Matters', particularly Staying Safe, Being Healthy and Enjoying and Achieving. | | | |

NEIGHBOURHOOD AND STREET SERVICES

FACILITIES MANAGEMENT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	602,520	276,117	282,261	Employees	283,269
2	179,103	356,620	183,053	Premises	181,734
3	2,408	2,400	2,400	Transport	2,400
4	461,988	214,686	220,528	Supplies and Services	219,089
5	27,845	12,618	12,618	Third Party Payments	12,933
6	734,995	103,247	132,227	Contribution to Trading Service	55,763
7	53,094	0	0	Delegated Budget c/fwd	0
	2,061,953	965,688	833,087		755,188
8	1,138,429	693,794	529,046	Less Income	541,297
	923,524	271,894	304,041	**Delegated Budget**	213,891
				Non-Delegated Items	
9	15,579	3,661	4,569	Employees - FRS17 Pensions Adjustment	6,085
10	31,532	39,065	39,065	Central Support Service Recharges	41,119
11	142,763	140,655	140,655	Departmental Administration	147,282
12	8,005	8,479	8,479	Depot Recharge	7,200
13	7,202	7,201	9,189	Asset Charges	9,189
	205,081	199,061	201,957		210,875
14	277,797	277,231	277,231	Less Income	283,176
	(72,716)	(78,170)	(75,274)	**Non-Delegated Budget**	(72,301)
	850,808	193,724	228,767	**TOTAL BUDGET**	141,590
	16.0	16.0	16.0	**Total No. of Staff**	16.0

Responsible Budget Holder
Assistant Head of Community Services (Facilities Management)

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Julie D Gray, Head of Community Services Tel: (0191) 561 7574.

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to facilitate a network of local centres through which the council and its partners provide services. To achieve this aim the service:

- Provides advice and support to local residents on council services
- Directs users to local and voluntary agencies through Area Forums
- Support the work of the council's Strategic Priorities
- Encourages partnership working through communication with stakeholders
- Engages with the community to provide a range of activities that reflect local needs.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

At Hetton Centre questionnaires are presently issued to customers to ascertain feedback in relation to community development activities at the centre. These have provided positive feedback in relation to the activities being delivered. The emerging Community Development Plan (CDP) will place an increasing emphasis on consulting service users to inform the development and delivery of community activities. The Hetton Centre will contribute to this process by ensuring that consultation takes place into the provision of activities at the respective centres.

Support is being given to Hetton Town Council to develop their website. The website includes information in relation to the Town Council and also allows the uploading of meeting agendas and minutes.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

There are currently no Impact Needs Requirement Assessments (INRA's) identified for Area Facilities. Training has been provided to staff in respect of equality, vulnerable adults, motivational interviewing, domestic violence awareness and volunteer training. We will continue to provide training in response to any identified need.

The service attends a number of meetings to ensure effective communication in relation to the facilities for which it has management responsibility. It undertakes regular meetings with partners to ensure continual improvement in the services they deliver. Area Facilities provide advice and guidance to Hetton Town Trust (to improve community activities) and Hetton Town Council (to improve communication to residents in respect of council matters). The service also provides advice to local residents on council services.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

The Area Facilities Services does not currently report against any key performance indicators, although an operational performance indicator monitors whether it acknowledges requests within 2 working days (achieved 100% success rate for 2006/07).

The service is working with Hetton Town Trust to ensure that the organisation develops its activities sufficiently so that it can become financially self-sufficient when the taper grant it receives from the council ends in 2009.

Similarly the service is engaging with Sunderland North Community Business Centre (SNCBC) to develop its role in respect of the CDP and its delivery responsibilities, for which the SNBC have agreed performance targets.

At the Hetton Centre, facility usage by partner organisations is being monitored on an ongoing basis to ensure that any changes in use do not have a detrimental effect on activities delivered at the centres or a negative impact on revenue operating costs of the centres.

A Risk Management Action Plan and Register has been developed for Area Facilities. This is updated on an ongoing basis in line with corporate requirements. The Hetton Centre has a service continuity plan in place to ensure it can continue to deliver its services to council and partner organisations in the event of the failure of facilities or equipment; this is updated on a regular basis.

As a result of the corporate efficiency review, in respect of energy management, all of the area facilities are now working towards being more efficient.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The Area Facilities Service facilitates a range of council and partner organisation services, which assists those services in delivering their contribution to the Sunderland Strategy Strategic Priorities and Emerging Themes.

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

The Service works with a range of local strategic partners which include Gentoo, Adult and Community Learning, Health, Housing and Adult Services, Children's Centres, Northumbria Police and the Primary Care Trust to enable the provision of out posted services that meet the needs of local communities. This is at the heart of the council's Improvement Programme and is allowing the council and its partners to deliver their services to the local community; putting the customer at the centre of service delivery.

The Hetton Centre works in partnership with Hetton Town Council and Hetton Town Trust to support them to deliver their activities. Work with other partners includes providing a range of out posted services that meet the needs of local communities such as provision of Hetton Home Care at the Hetton Centre.

A Neighbourhood Learning in Deprived Communities grant which supports local and voluntary and community sector organisations to develop their capacity to deliver learning opportunities for residents of disadvantaged neighbourhoods was successfully secured to support the work of the learning mentors.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP	To respond to requests within 2 days	100%	100%	100%	Yes	100%	100%

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Identify services that could be provided at the Hetton Centre Customer Service Centre's following a gap analysis in respect of the Extended Services Programme	Potential for service provision evaluated Establishment of service provision subject to available resource	Review and evaluate service provision	Project complete Mapping of provision will be complete with gaps identified. Appropriate measures will have been taken to fulfil the gaps i.e. funding to acquire new services or activities for the community	A full programme of activities will be offered in each area in partnership with Extended Services. This will result in increased access to a wide range of provision	CI01 CI03 CI04 SP8	5	BHCM HCM
Extend the Northern Area Initiative Forum (a meeting of community, voluntary and private organisations that deliver community activities in the North Area)	Incorporate community / public participation in the forum Articulate the communities' aspirations.	Implementation of community aspirations through developing activities that meet the needs of all sectors of the community	Implementation of community aspirations through developing activities that meet the needs of all sectors of the community	Increased community / public participation in working groups Increased number of initiatives in the forum area to provide a full range of activities across all age groups in the North Area	CI01 CI03 CI04 SP8	5	BHCM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Mitigate the effect of potential funding reductions on service provision in the Coalfield area. Develop joint funding bids to ensure sustainability.	Develop smarter working practices between Easington Lane Community Access Point (ELCAP), Houghton Racecourse Community Access Point (HRCAP) and the Hetton Centre to ensure sustainability of service provision.	Develop smarter working practices between ELCAP, HRCAP and the Hetton Centre to ensure sustainability of service provision. This will include joint funding bids to secure a long-term future for projects and prevent duplication of services.	Project Complete Specialist areas of delivery will have been developed with each Centre offering specific services to the community.	Mitigate the effect of potential funding reductions on service provision in the Coalfield area. Each centre will be equipped to offer specific services and operate a referral system between them. This will maximise the services on offer e.g. Training, Childcare Provision and Community Learning and minimise the number of funding bids in the area for the same pots of money.	CI01 CI03 CI04 SP8	5	BHCM

NEIGHBOURHOOD AND STREET SERVICES

AREA FACILITIES

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	221,831	244,961	205,096	Employees	191,890
2	182,515	191,898	186,673	Premises	191,663
3	70,587	53,649	53,649	Supplies and Services	33,241
4	5,161	0	0	Revenue Contribution to Capital	0
5	41,526	0	0	Delegated Budget c/fwd	0
	521,620	490,508	445,418		416,794
6	215,112	118,929	118,929	Less Income	118,929
	306,508	371,579	326,489	**Delegated Budget**	297,865
				Non-Delegated Items	
7	8,731	4,682	4,512	Employees - FRS17 Pensions Adjustment	3,671
8	28,934	67,577	67,577	Central Support Service Recharges	42,949
9	3,000	2,977	2,977	Departmental Admin	3,418
10	26,722	14,329	14,329	Repairs and Renewals	15,008
11	9,991	10,785	10,785	Grounds Maintenance	10,708
12	27,216	27,216	29,919	Asset Charges	29,919
	104,594	127,566	130,099		105,673
13	177,471	161,184	161,184	Less Income	166,672
	(72,877)	(33,618)	(31,085)	**Non-Delegated Budget**	(60,999)
	233,631	337,961	295,404	**TOTAL BUDGET**	236,866
	9.0	7.0	7.0	**Total No. of Staff**	5.0

Responsible Budget Holder
Area Facilities Manager

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Julie D Gray, Head of Community Services Tel: (0191) 561 7574.

SUPPORT SERVICES

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to underpin the front-line activities of the Community and Cultural Services directorate by providing specialist expertise in the areas of Human Resources; Financial Management; Directorate Support and Asset Management. To achieve this aim the service:

- Co-ordinates the council's committee cycle processes on behalf of the directorate, offering advice, guidance and support in line with the Council Constitution
- Co-ordinates directorate activity with regard to Governance Arrangements, Health and Safety, Risk Management, Training and Development and Business Continuity Planning
- Ensures the effective facility management of Jack Crawford House, South Hylton House and Parsons Depot
- Manages the directorate wide application of the council's Human Resources policies and procedures
- Maintains effective absence management procedures to achieve consistently low levels of sickness absence and promotes wellness across the directorate
- Ensures an effective budgetary monitoring and financial planning system.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Improved budget monitoring regimes continue, which are examined and reviewed on an ongoing basis. This ensures that expenditure within cash limits is closely monitored. Monthly Budget Monitoring Meetings and Trading Statements Meetings are held with each Budget Holder. Reports are returned to the Corporate Services Accountancy Team to advise of compliance and progress.

Feedback following implementation of the new SAP Human Resources (HR) and Payroll Management systems is being monitored to ensure the quality standards of service delivery are not impaired. Training requirements for super-users, managers and system users are to be identified. Post implementation service delivery and performance will be monitored and reviewed to ensure efficient operation.

HR manages the Criminal Records Bureau (CRB) enquiry procedures on behalf of directorate services. In the longer term the administration of the CRB function will transfer from the directorate HR Unit to the Shared Service Centre, however, the timescale for this transfer has not yet been confirmed.

The service provides staff training to allow greater use of the SAP Workflow system, which removes the need for manual systems. Training continues to be provided to meet current demand within the directorate and will be further reviewed when full implementation of the new SAP systems has been achieved.

Support Services has co-ordinated directorate training requirements in relation to the introduction of the Voice Over Internet Protocol (VOIP) databased telephony system. System super-users have been trained and VOIP installation into Jack Crawford House is now complete. The system has not yet been installed at the Civic Centre, South Hylton House, Parsons Depot or the city libraries. Training will be given to remaining staff when VOIP is installed at these locations.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
All Impact Needs Requirement Assessments (INRA) for Support Services are reviewed annually and amended to accommodate changes in practice. Consequently, from September 2007, the logging of all equality customer contacts (requests for service, complaints, and comments) are now logged alongside existing customer comments. This may impact upon the resource currently available to undertake this work. Further staff training on equality issues continued from November 2007 with on-line training rolled out to all employees. This will assist in service delivery and achievement of Level 3 of the Equality Standard. To ensure assistance in retaining focus on key issues, Support Services is represented on the Directorate Equality Working Group and the Corporate Equality Steering Group.

The introduction of the Corporate Human Resources Shared Service Centre resulted in the transfer of 8 Full Time Equivalent (FTE) posts from Support Services and restructuring of the Jack Crawford House reception led to a reduction of 2 FTE posts within the Administration Section of Support Services. Support Services continues to work within the framework of these revised working procedures and available resources continue to be monitored alongside areas of service pressure to ensure that Support Services continues to meet customer needs.

The consequences from Phase 1 of the Single Status Review are being implemented and managed by the service and preparations are being made for Phase 2 of the Single Status Review. Significant work has been undertaken by HR to address the evolving service transformation agenda within the council.

NEIGHBOURHOOD AND STREET SERVICES

SUPPORT SERVICES

Support Services has continued to participate in the 'Pupils First' programme to provide work experience opportunities for school pupils and a number of managers and supervisors have successfully completed the Leadership Development Programme. Further delegates have been identified for future Programmes.

The service facilitates Cabinet Member briefings and ensures they receive briefings in relation to key financial and service-planning matters; these are programmed through until 2009.

The Support Services Co-ordinator and Registration Services Manager following the retirement of the Support Services Manager now manage Support Services. The pattern of meetings and the methods of regular communication provided by the service remain unaltered. Support Services also co-ordinates the council's committee report process for Community and Cultural Services.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The service does not have any key performance indicators but does collate and monitor information in respect of a number of corporate Best Value Performance Indicators.

Support Services chairs and provides a secretariat for the Directorate Risk Management Working Group. The production of service area Risk Management Plans and the Directorate's Risk Register are undertaken by the Risk Management Advisor representing the directorate from Corporate Services. Support Services will provide assistance where appropriate with pro-active steps and remedial actions required within the directorate.

Support Services conducts regular reviews of the Business Continuity Plan and ensures representation at each of the Business Continuity Plan Working Group meetings.

Regular communication is maintained with Live Nation to ensure contractual obligations in relation to the operation of the Empire Theatre contract are observed. Property Services will be conducting an annual property survey to ensure that an acceptable quality is retained within the fabric and appearance of the premises and that it remains safe for occupancy.
Records management standards have been agreed and implemented in respect of Information Governance. Support Services provides the Directorate Link Officer who attends the Corporate Working Group, chairs the Directorate Working Group and provides updates to both Directorate Management Team and Senior Management Team each month. Regular staff training is now in place and will be incorporated into the induction process to give an overview of the four strands of Information Governance.

Support Services will undertake and contribute towards any actions associated with achieving an excellent outturn as regards the new Comprehensive Area Assessment (CAA) inspection process.

The service considers opportunities for delivering efficiency savings, and supports ongoing corporate efficiency reviews to ensure that the directorate maximises its contribution to efficiency savings.

The 2008/09 budget was set to take account of efficiency savings totalling £20,000, in respect of 'Back Office' efficiencies at South Hylton House.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Support Services, contributes to the Sunderland Strategic Priorities, Emerging Themes, Local Area Agreement (LAA) and Corporate Improvement Objectives, through their underpinning of front-line activities.

Whilst there are currently no direct partnerships in place with Support Services, it does as a support service indirectly support the partnership working of the other Community and Cultural Services service areas. The dedicated Directorate Risk Management Advisor has established a register that identifies all significant partnerships in the directorate. Monthly liaison is to be maintained with the dedicated Directorate Risk Management Advisor to ensure any partnerships are identified immediately.

Support Services use the new image in all of its literature, materials and communications and supports front-line activities of the directorate to make an active and positive contribution to improve the city's image locally, regionally and nationally.

PERFORMANCE INDICATORS
The service does not report against any key performance indicators.

NEIGHBOURHOOD AND STREET SERVICES

SUPPORT SERVICES

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Carry out a review of service provision to meet customer priorities	Implement any relevant recommendations	Monitor and evaluate any changes made to service support and delivery	Review of systems to ensure good working practices are adopted and vfm is achieved	Service delivered to meet customer priorities	CI01 CI03		SSC
Implementation of the Council's new procurement arrangements (Supplier Relationship Management system)	Manage the introduction of the new system's standardised procedures and processes	Monitor and review the efficiencies achieved from the new procedures and processes	Review performance of the Supplier Relationship Management system and introduce version amendments where appropriate	e-Procurement operational and improved systems in place for ordering of goods/supplies and payment of invoices	CI03		MA
Managing the introduction of the new corporate SAP Human Resources and Payroll Management system into Community and Cultural Services	Implementation of the organisational management review to ensure structures are accurately recorded	Effectively implement the Manager 'Self-Service' module of the new HR system	Effectively implement the Employee 'Self-Service' module, which enables all employees to amend their personal details on-line and make application for annual leave. Training of all CCS staff in relation to the new HR systems.	More accessible, efficient and effective service delivered that minimises the resource required to manage the system	CI02 CI03		HRM

NEIGHBOURHOOD AND STREET SERVICES

SUPPORT SERVICES

FINANCIAL

This budget includes the costs of the various support services, the courier and the running costs in relation to Jack Crawford House office accommodation.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	1,155,661	1,106,370	1,105,910	Employees	1,113,193
2	221,759	425,521	367,826	Premises	380,079
3	14,682	8,205	8,205	Transport	7,500
4	306,025	130,825	151,425	Supplies and Services (inc Catering Cont)	124,308
5	20,883	18,857	18,857	Third Party Payments	20,328
6	134,981	0	0	Delegated Budget c/fwd	0
	1,853,991	1,689,778	1,652,223		1,645,408
				Less Income	
7	1,681	5,685	36,985	Income	5,827
8	57,275	0	0	Delegated Budget b/fwd	0
	58,956	5,685	36,985		5,827
	1,795,035	1,684,093	1,615,238	**Delegated Budget**	1,639,581
				Non-Delegated Items	
9	160,392	146,304	146,304	Central Support Service Recharges	117,374
10	204,357	199,714	199,714	Departmental Administration	197,581
11	45,941	35,424	35,424	Repairs and Renewals	39,100
12	10,082	10,082	10,082	Asset Charges	10,081
	420,772	391,524	391,524		364,136
13	2,186,228	2,075,617	2,075,617	Less Income	2,003,717
	(1,765,456)	(1,684,093)	(1,684,093)	**Non-Delegated Budget**	(1639,581)
	29,579	0	(68,855)	**TOTAL BUDGET**	0
	41.5	36.5	36.5	**Total No. of Staff**	35.5

Responsible Budget Holder
Management Accountant

FURTHER INFORMATION

For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Martin Lancaster, Support Services Co-ordinator Tel: (0191) 553 7931.

NEIGHBOURHOOD AND STREET SERVICES

CORONER'S COURT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to hold inquests into deaths within the City of Sunderland, as required by law. The service is located at 44 John Street Sunderland.

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	42,806	45,067	45,276	Employees	46,232
2	384,776	326,155	326,155	Supplies and Services	331,915
3	350,000	0	0	Revenue Contribution to Capital	0
4	(74,585)	0	0	Delegated Budget c/fwd	0
	702,997	371,222	371,431	**Delegated Budget**	378,147
				Non-Delegated Items	
5	2,244	1,185	1,479	Employees - FRS17 Pensions Adjustment	2,004
6	6,192	7,516	7,516	Central Support Service Recharges	4,794
7	0	0	0	Departmental Administration	3,500
	8,436	8,701	8,995	**Non-Delegated Budget**	10,298
	711,433	379,923	380,426	**TOTAL BUDGET**	388,445
	1.0	1.0	1.0	**Total No. of Staff**	1.0

Responsible Budget Holder
Coroner

NEIGHBOURHOOD AND STREET SERVICES

CIVIL DEFENCE

SERVICE ROLES AND RESPONSIBILITIES
Provision representing back-up facilities for the emergency alarm centre.

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	115	587	587	Supplies and Services	587
2	494	0	0	Delegated Budget c/fwd	0
	609	587	587		587
3	22	0	0	Less Income	0
	587	587	587	**TOTAL BUDGET**	587

Responsible Budget Holder
Management Accountant

NEIGHBOURHOOD AND STREET SERVICES

CEMETERIES AND CREMATORIUM

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to undertake the council's statutory duty as a Burial and Cremation Authority by providing burial services via ten cemeteries and three churchyards and cremation services at the crematorium in Sunderland. To achieve this aim the service:
▪ Provides management, regulation and control of the council's cemeteries and crematorium
▪ Provides efficient and effective administrative functions and customer services
▪ Ensures the crematorium continues to comply with pollution abatement measures
▪ Progresses memorial inspections and remedial works as appropriate.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service undertakes six monthly surveys of customers using the cremation and burial services. Results show that both services have high levels of customer satisfaction. Results of the customer surveys are published on the service's web pages and in the corporate consultation database. Installation of the Public Address system at the crematorium and the development of cemetery maps have been undertaken in response to comments received from completed surveys.

Cemeteries and Crematorium is Charter Mark accredited, this is to be replaced by a new customer service standard in 2008. This will set more exacting standards for the quality and type of customer consultation undertaken by accredited organisations (including a requirement for customer segmentation). The service will evaluate the requirements of the new standard and will review its consultation methods in line with this.

The service introduced a survey of professional clients (funeral directors etc) in 2007 to ascertain their views of the service provided. The response rate was disappointing and no major issues were raised; however, it is intended to repeat the exercise in 2008. Regular professional client user group meetings are held which allows the service to discuss service issues with them.

Work has been completed in conjunction with ICT to develop an analysis programme to monitor carbon monoxide and particulate emissions at the crematorium to ensure compliance with Defra requirements. The service will use the analysis programme to continue the monitoring of emissions.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Work has continued with three members of administrative staff to manage out the effects of Stage 1 of the Single Status review. Training is complete but now requires formal recognition via a suitable qualification. The service will investigate the possibility of doing this through National Vocational Qualification certification.

Impact Needs Requirements Assessments (INRA) undertaken in the service have identified a requirement for further staff training in respect of equality issues. This will be provided to all staff concerned as required. Key actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

The Cemeteries Officer is undertaking leadership development training and has undergone appraiser training.

The Cemeteries and Crematorium Manager is a member of the Local Environmental Strategy management team and attends meetings of the team on a regular basis to discuss key operational issues. The Cemeteries and Crematorium Manager regularly updates staff individually to ensure that they remain well informed about corporate and operational issues.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Existing cemetery capacity in Washington is nearing exhaustion although it has been possible to provide additional capacity to mid 2008. Work is continuing with a view to identifying and developing a new cemetery in the Washington area.

To meet legislative requirements in relation to mercury emissions; a crematorium plant upgrade will be required by April 2012 at the latest. Investigations into the type of plant required are complete and preparation of a procurement specification will be undertaken during 2008/09.

NEIGHBOURHOOD AND STREET SERVICES

CEMETERIES AND CREMATORIUM

The service has Charter for the Bereaved accreditation which demonstrates that it meets industry standards (best practice) in delivering its service and it is a Charter Mark accredited service which providences evidence of excellence in customer service delivery. The Charter Mark Standard will be replaced by a new customer service standard in 2008. Cemeteries and Crematorium will undertake an evaluation of the new standard and determine whether it wishes to seek accreditation to it.

The service has a Risk Management Action Plan and Business Continuity Plan. These are reviewed on an ongoing basis to reflect changes in operational activity.

A review of perpetuity grave maintenance has been undertaken with the aim of reducing the cost of ongoing maintenance. Measures including the introduction of sustainable planting at the graves will be implemented in 2008/09.

Based on estimated costs for 2007/08, the Cemeteries and Crematorium service is ranked as lower quartile and lower median when compared against the cost of services from Nearest Neighbours and other Metropolitan Authorities.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
An upgrade to the cremators at the crematorium is required if the service is to comply with Defra regulations being introduced by 2012 in relation to mercury emissions. Reducing emissions will contribute to Non Sunderland Strategy Emerging Theme ET5 Attractive and Inclusive City. Investigations into the type of plant are complete and a procurement specification will be developed during 2008/09 with a view to undertaking installation of the plant in 2009/10.

The Cemeteries and Crematorium Manager is a member of the Regional Bereavement Managers Services Group and the regional forum of the Institute of Cemeteries and Crematorium Management. This allows the service to share best practice with other cemeteries and crematorium services.

The Cemeteries and Crematorium service is Charter Mark accredited. This demonstrates that the service is excelling in customer care and delivery and providing a positive contribution to the city's image.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
CCOP 1	No. of burial sites available	10	10	10	Yes	10	10
CCOP 2	% of Consultation Strategy implemented	90%	100%	100%	Yes	n/a	n/a
CCOP 3	% of Improvement Plan implemented	90%	100%	100%	Yes	n/a	n/a
COOP 4	Compliance with EPA Standards	Standard Achieved	Standard Achieved	Standard Achieved	Yes	Standard Achieved	Standard Achieved

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Installation of mercury scrubbing equipment at Sunderland Crematorium to comply with mercury emission regulations	Develop procurement specification	Undertake procurement, award contract and install.	Project complete Monitor and evaluate benefits of the project	Achieve target of a 50% reduction in mercury emissions from cremations carried out at Sunderland Crematorium by 2012	SP7	5	C&CM

NEIGHBOURHOOD AND STREET SERVICES

CEMETERIES AND CREMATORIUM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Progress the programme of memorial safety work In the Municipal Cemeteries and Closed Churchyards within the City	Establish cyclical programme of inspection and remedial work	Ongoing rolling inspection programme based on a yearly or 5 yearly interval depending on the condition of the individual memorials	Ongoing rolling inspection programme based on a yearly or 5 yearly interval depending on the condition of the individual memorials	Compliance with health and safety regulations Reduction in potential safety risks to visitors and staff Improvement in the general appearance of the cemetery	SP7	5	C&CM
Identification of a new cemetery to service the requirements of the Washington area	Establish any newly acquired site	Project complete Burial areas allocated, paths and roadway installed. Water and drainage services in place. Cemetery made ready for use		Continuity of provision of burial plots to service demand in the Washington Area for a minimum of 25 years	SP7 CI01	5	C&CM

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	347,046	246,598	285,036	Employees	285,939
2	198,540	130,268	124,360	Premises	156,733
3	6,081	1,477	1,477	Transport	1,477
4	94,922	102,988	65,680	Supplies and Services	64,800
5	144,151	0	0	Delegated Budget c/fwd	0
	790,740	481,331	476,553		508,949
6	1,864,326	1,629,019	1,629,019	Less Income	1,740,190
	(1,073,586)	(1,147,688)	(1,152,466)	**Delegated Budget**	(1,231,241)
				Non-Delegated Items	
7	12,720	5,627	7,021	Employees - FRS17 Pensions Adjustment	9,516
8	172,090	122,001	122,001	Central Support Service Recharges	124,554
9	73,964	71,955	71,955	Departmental Administration	66,436
10	109,671	77,801	77,801	Repairs and Renewals	76,243
11	673,946	686,289	686,289	Grounds Maintenance	647,837
12	103,889	98,214	130,650	Asset Charges	130,650
	1,146,280	1,061,887	1,095,717	**Non-Delegated Budget**	1,055,236
	72,694	(85,801)	(56,749)	**TOTAL BUDGET**	(176,005)
	12.0	9.0	11.0	**Total No. of Staff**	9.0

Responsible Budget Holder
Cemeteries and Crematorium Manager

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to provide specialist support in areas of project management, strategic planning, performance management, service improvement, service transformation and policy development. To achieve this aim the service:
- Develops and delivers a range of capital projects for the council and provides information, support, advice and guidance to strategic partners and the voluntary sector
- Manages the Community and Cultural Services (CCS) Strategic Planning Function and Performance Management Framework
- Undertakes the implementation of statutory and elective service improvement
- Project manages the relevant parts of the council's improvement programme on behalf of the directorate.
- Researches and develops external funding bids to support council and strategic partners' programmes and projects
- Undertakes policy developmental work on behalf of the directorate.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Customer consultation informs the work of the Project and Service Development Service. The service project manages a range of capital projects on behalf of the council and consultation is used to develop the concepts in respect of these projects that include Customer Service Centres and Area Leisure Provision (Coalfield and Silksworth swimming pools). The service is managing the directorate's projects in the council's Improvement Programme, consultation has been undertaken to inform the content and development of the programme. The service prepares funding bids to support service improvement and consultation is used to ensure that the bids reflect customer engagement and the aspirations of the community.

Customer feedback and consultation (Mori etc) informs decisions as to directorate priorities. This is updated annually to reflect changes in customer aspirations and is used to inform Key Areas for Improvement in the Corporate Improvement Plan and the Community and Cultural Services Detailed Service Plan.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The Project and Service Development Service is responsible for managing compliance with the Local Government Equality Standard. Impact Needs Requirement Assessments (INRA) have been completed across the directorate and key issues arising from these have been incorporated into a directorate INRA register. All key actions for each service in the INRA Register are included in the Community and Cultural Services Detailed Service Plan 2008/09. The service will work with service areas to ensure that they complete their actions. The service also represents the directorate at the corporate Equality Working Group and ensures that any actions are cascaded via the directorate Equality Working Group that it facilitates.

To ensure customer aspirations for future service provision are met the Project and Service Development Service will undertake research and assist with the preparation of bids to access external funding to deliver improvements in service delivery.

The Project and Service Development Service has no specific initiatives in respect of the Corporate Leadership Development Programme at this time. Appraisals are completed for all staff and training needs and personal objectives are agreed. Monthly team meetings are held to ensure communication of key corporate and service issues and the Head of Project and Service Development updates managers individually to ensure that they remain will informed about corporate and operational issues. To further personal development, staff in the service engage with managers in other directorates to share best practice and increase service knowledge.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Project and Service Development function developed the contribution to the current LPSA2 agreement in negotiation with directorate services and external partners. It has monitored performance to ensure that the directorate will meet its stretch targets by the end of the agreement in March 2008.

The service represents the directorate at the corporate Community Strategy and Local Area Agreement (LAA) Working Groups to ensure that the directorate is fully engaged in the development of the new strategy and LAA. It will embed the new LAA targets into the directorate performance management framework and ensure that it has a strong voice in the new thematic partnership arrangements.

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

The Service manages the portfolio of projects in the council's improvement programme. These projects aim to maximise and realise the benefits to customers of service transformation, impact on the way services operate is undertaken and ensure efficient and effective use of resources.

The service is project managing the construction of new swimming pools in the Coalfield area and at Silksworth which is a key component of the Leisure Review in the city. It is also project managing the opening ceremony for the Sunderland Aquatic Centre at Stadium Park (which will be the only 50m swimming pool between Leeds and Edinburgh and will be a major asset to the residents of the city as well as being a facility of regional and potentially national significance).

The service is responsible for ensuring that the key recommendations arising from the internal audit in relation to arrangements for computer misuse in the council are addressed as part of the directorate ICT programme. Work has been undertaken in consultation with service areas to update intranet/internet pages, and an audit has been undertaken across the directorate to inform future ICT provision. The directorate will also consider the potential impact of the full roll out of home and mobile working and consider the impact this will have on future accommodation requirements.

The service has a Risk Management Plan and Service Continuity Plan that is reviewed in line with corporate timescales. The service is working to develop closer links between the performance management framework (performance clinic key risks) and the directorate risk management process in partnership with Corporate Services Risk Management Section.

The Project and Service Development Service is monitoring developments in respect of the new Comprehensive Area Assessment (CAA) regime that will replace the present CPA process including providing updates to Heads of Service and Directorate Management Team meetings as required. It will ensure that the directorate is positioned to provide the best possible outturn in respect of the new arrangements.

A key objective of the service has been to undertake research and analysis of data and statistics for directorate services to allow evidence based decisions to be made when planning and allocating resources for service improvements that are efficient and can be proven to provide value for money. Data from Chartered Institute of Public Finance and Accounting, Association of Public Service Excellence, BVPI's and Mori satisfaction is utilised to inform directorate MTFS priorities to allow evidence based decisions to be reached.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The Project and Service Development Service has established strong partnership working to deliver a number of key projects. These include:

- Construction of the Sunderland Aquatic Centre and Wellness Centre
- Customer Service Centres construction and development of shared services (Ryhope and Washington)
- Joint estates planning in conjunction with the Primary Care Trust (4th Primary Care Centre)
- Working with the Voluntary and Community Sector to access funding (researching and developing funding bids)
- Partnership working with major cultural assets in the city - Stadium Village, Area Swimming Pools and Customer Service Network
- Development of the Wellness Service in partnership with the Primary Care Trust
- Working with the Cultural Thematic Partnership to articulate its vision for future cultural provision in the Sustainable Community Strategy

The service is raising the profile of the city and improving its image by:
- Project managing the opening ceremony for the Sunderland Aquatic Centre
- Preparing a bid to the Heritage Lottery Fund which if successful will transform Barnes Park for those who live in, work or visit the city

The service provides support and guidance to services in the directorate, which has resulted in a number of awards, which include:
- Local Government Chronicle Management Team of the Year
- Short listing for Round 9 Beacon Award for Reducing Health Inequalities (actual awards to be announced in March 2008)
- IDeA recognition for the Bunny Hill Centre as a national example of best practice
- Continuing accreditation to ISO 9001 and Charter Mark for a range of services.

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

PERFORMANCE INDICATORS

The service does not have any key performance indicators.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Enable the council to deliver effective, efficient, equitable and economic customer service - building on its position as a leading authority	Develop and manage projects as identified in the Directorate BIP Project Register: Environmental Services Project 1, 2 and 3; Interim Customer Contact Solution; Virtual Contact Centre	Develop and manage projects as identified in the Directorate BIP Project Register - to be determined following evaluation of previous projects	Develop and manage projects as identified in the Directorate BIP Project Register - to be determined following evaluation of previous projects	Effective and efficient service delivery by implementing robust 'To Be' (improved processes for service delivery) processes which reduce duplication and maximise value for money Improved customer access to services utilising mobile technology and defined Customer Contact Solution	CI01 CI02 CI03 CI04		HoP&SD
Deliver the agreed capital and service's project programme	Opening ceremony of the Sunderland Aquatic Centre Develop proposals for Stadium Park Phase 2	Develop Phase 2 Stadium Park to provide an integrated Health, Education and Leisure Facility		Contribute to vision of a Sports Village at Stadium Park Delivery of ActiveCity Vision by improving sports, leisure and play facilities and buildings.	CI01 CI02 CI03 CI04 SP2 SP2 SP4	2 5	PDM HoP&SD
	Area Leisure Provision: Develop new Coalfield Pool (Hetton) and Silksworth	Area Leisure Provision opening of Coalfield Pool (Hetton) and Silksworth		Providing increased opportunities for participation to increase health and well-being			CPM

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Ryhope Customer Service Centre - Phase 3 joining of CSC and PCT Health Centre Washington CSC to provide library, customer service centre and integration with PCT Health Centre			New or refurbished CSC's delivering community based facilities providing excellent Council and partner services to customers Service delivery that takes account of the needs of and is accessible to all sections of the community in Sunderland			CPM
	Options appraisal - PCT 4th Primary Care Centre	PCT - 4th Primary Care Centre (dependent on outcome of options appraisal and availability of funding)					HoP&SD
	Undertake directorate responsibilities in respect of the achievement of the Local Government Equality Standard Level 4	Undertake directorate responsibilities in respect of the achievement of the Local Government Equality Standard Level 5					
	Implementation of the wider Wellness programme particularly focusing on development of a strategic partnership with Health, Housing and Adult Services	Following initial strategic partnership specific projects will be tested and delivered - to be determined		Closing health and inequalities gap in the city			PDM

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Research and support preparation of funding bids to support delivery of capital and service projects	Research and support preparation of funding bids to support delivery of capital and service projects	Research and support preparation of funding bids to support delivery of capital and service projects	Funding secured to support delivery the directorates portfolio of capital projects and service transformation projects			P&PM P&SDT
Development of the Community and Cultural Services Performance Management Framework	Develop the CCS Performance Management Framework Structure in line with new Sustainable Community Strategy and LAA requirements	Evaluate Performance Management Framework to ensure ongoing fitness for purpose	Review and evaluate performance management arrangements to ensure ongoing fitness for purpose	Support Sunderland City Council to achieve its aim of 75% of performance indicators improving and 75% of targets hit	CI03		SnrSP & RO
	Ensure data quality is robust and is used to evidence realistic target setting	Ongoing review of data quality systems	Ongoing review of data quality systems	CCS influencing corporate performance management development			SnrSP & RO
		Ongoing dialogue with PIT	Ongoing dialogue with PIT				HoP&SD SnrSP & RO
	Conduct a dialogue with the Performance Improvement Team (PIT) to ensure CCS influences the corporate improvement agenda			Assure performance, provide internal challenge and service improvement			HoP&SD SnrSP & RO
	Encourage directorate service area's to utilise benchmarking to drive improvement in service delivery	Embed CAA requirements across the directorate and assist services to respond to requirements	Embed CAA requirements across the directorate and assist services to respond to requirements	CCS prepared to deliver 'excellent' performance against the new CAA regime			P&PM
	Monitor developments in respect of the new CAA regime						

NEIGHBOURHOOD AND STREET SERVICES

PROJECT AND SERVICE DEVELOPMENT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	276,383	265,284	242,228	Employees	363,550
2	2,846	2,382	2,225	Transport	1,831
3	63,558	4,781	4,523	Supplies and Services	4,117
4	22,390	0	0	Revenue Contribution to Capital	0
	365,177	272,447	248,976		369,498
				Less Income	
5	20,401	46,466	22,292	Income	16,032
6	29,275	0	0	Delegated Budget b/fwd	0
	49,676	46,466	22,292		16,032
	315,501	225,981	226,684	**Delegated Budget**	353,466
				Non-Delegated Items	
7	993	81	81	Central Support Service Recharges	18,110
8	21,038	20,559	20,559	Departmental Administration	20,303
9	647	646	647	Asset Charges	647
	22,678	21,286	21,287		39,060
10	217,397	247,267	246,621	Less Income	392,526
	(194,719)	(225,981)	(225,334)	**Non-Delegated Budget**	(353,466)
	120,782	0	1,350	**TOTAL BUDGET**	0
	8.5	11.0	10.0	**Total No. of Staff**	12.0

Responsible Budget Holder
Head of Project and Service Development

FURTHER INFORMATION
For further information about the service please see the Community and Cultural Services Detailed Service Plan 2008/09 or contact Mike Poulter, Head of Project and Service Development Tel: (0191) 561 7546.

TRADING SERVICE ARRANGEMENTS

The following pages set out the detail of the trading services budgets operated by Neighbourhood and Street Services.

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the Council following the abolition of Compulsory Competitive Tendering, details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:

- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the Council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:

- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
    - a contribution to the Main Service budget as a result of generating a surplus or
    - a contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – BUILDING MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Building Maintenance are included in the Highways and Building Maintenance service (Page 471).

FINANCIAL

The existence of the Building Maintenance section depends upon its ability to win work. Its success is reliant upon the profitability of its contracting operations.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	3,390,764	3,189,197	3,354,293	Employees	3,250,532
2	2,959,178	4,058,062	4,676,622	Transport, Supplies and Sub-Contractors	3,680,081
3	112,602	0	0	Delegated Budget c/fwd	0
	6,462,544	7,247,259	8,030,915		6,930,613
4	7,043,975	7,709,570	8,490,072	Less Income	7,396,174
	(581,431)	(462,311)	(459,157)	**Delegated Budget**	(465,561)
				Non-Delegated Items	
5	80,962	27,531	34,355	Employees - FRS17 Pensions Adjustments	46,556
6	98,729	103,086	103,086	Central Support Service Recharges	117,177
7	401,740	331,694	321,716	Departmental Admin and Depot Recharges	301,828
	581,431	462,311	459,157	**Non-Delegated Budget**	465,561
	0	0	0	**(Surplus) / Deficit Of Trading Activity**	0
	119.0	113.0	119.0	**Total No. of Staff**	112.5

Responsible Budget Holder

Assistant Head of Environmental Services (Highways and Building Maintenance)

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Highways are included in the Highways and Building Maintenance service (Page 471).

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	2,508,882	2,525,253	2,524,973	Employees	2,571,604
2	2,629,343	2,897,200	2,868,952	Transport, Supplies and Sub-Contractors	2,798,208
3	31,121	0	0	Delegated Budget c/fwd	0
	5,169,346	5,422,453	5,393,925		5,369,812
4	5,747,874	6,148,290	6,083,681	Less Income	6,035,268
	(578,528)	(725,837)	(689,756)	**Delegated Budget**	(665,456)
				Non-Delegated Items	
5	81,938	15,452	19,281	Employees - FRS17 Pensions Adjustment	28,388
6	133,531	198,398	198,398	Central Support Service Recharges	162,277
7	343,900	492,828	452,918	Departmental Admin and Depot Recharges	455,632
8	19,159	19,159	19,159	Asset Charges	19,159
	578,528	725,837	689,756	**Non-Delegated Budget**	665,456
	0	0	0	**(Surplus) / Deficit Of Trading Activity**	0
	99.5	99.5	99.5	**Total No. of Staff**	99.5

Responsible Budget Holder

Assistant Head of Environmental Services (Highways and Building Maintenance)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – WASTE COLLECTION

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Waste Collection are included in the Street Care Operations service (Page 463).

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	2,250,164	2,428,292	2,439,477	Employees	2,491,997
2	48,750	8,177	8,177	Transport	8,177
3	92,415	32,227	31,404	Supplies and Services	30,581
4	2,898	0	0	Delegated Budget c/fwd	0
	2,394,227	2,468,696	2,479,058		2,530,755
5	58,285	42,709	42,709	Less Income	43,478
	2,335,942	2,425,987	2,436,349	**Delegated Budget**	2,487,277
				Non-Delegated Items	
6	83,374	49,948	62,321	Employees - FRS17 Pensions Adjustment	84,461
7	3,436	6,661	6,661	Central Support Service Recharges	6,337
8	9,233	7,500	7,500	Departmental Administration	7,693
9	1,000,179	847,113	847,113	Transport Recharge	846,024
	1,096,222	911,222	923,595	**Non-Delegated Budget**	944,515
	3,432,164	3,337,209	3,359,944	**Deficit of Trading Activity**	3,431,792
	(3,432,164)	(3,337,209)	(3,359,944)	**Contribution from Main Service**	(3,431,792)
	117.0	119.0	119.0	**Total No. of Staff**	119.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Street Cleaning are included in the Street Care Operations service (Page 463).

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	2,890,720	3,280,064	3,295,483	Employees	3,366,369
2	66,106	116,889	116,889	Transport	22,623
3	71,721	56,118	55,295	Supplies and Services	36,118
4	25,242	0	0	Delegated Budget c/fwd	0
	3,053,789	3,453,071	3,467,667		3,425,110
5	28,153	0	0	Less Income	0
	3,025,636	3,453,071	3,467,667	**Delegated Budget**	3,425,110
				Non-Delegated Items	
6	72,933	67,583	84,327	Employees - FRS17 Pensions Adjustment	114,284
7	11,692	16,842	16,842	Central Support Service Recharges	13,948
8	31,663	18,601	18,601	Departmental Administration	19,127
9	753,982	729,458	729,458	Transport Recharge	728,520
	870,270	832,484	849,228	**Non-Delegated Budget**	875,879
	3,895,906	4,285,555	4,316,895	**Deficit of Trading Activity**	4,300,989
	(3,895,906)	(4,285,555)	(4,316,895)	**Contribution from Main Service**	(4,300,989)
	141.0	141.0	141.0	**Total No. of Staff**	141.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – COMMERCIAL CATERING

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Commercial Catering are included in the Facilities Management service (Page 480).

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	188,273	195,888	196,727	Employees	205,911
2	5,554	5,024	5,024	Premises	5,031
3	181,082	159,705	159,636	Supplies and Services	159,636
4	(60,420)	0	0	Delegated Budget c/fwd	0
	314,489	360,617	361,387		370,578
5	305,748	377,758	377,758	Less Income	377,468
	8,741	(17,141)	(16,371)	**Delegated Budget**	(6,890)
				Non-Delegated Items	
6	5,999	2,725	3,707	Employees - FRS17 Pensions Adjustment	4,606
7	20,544	22,300	22,300	Central Support Service Recharges	20,917
8	42,605	44,366	44,366	Departmental Administration	30,144
9	8,939	10,307	10,307	Asset Charges	10,306
	78,087	79,698	80,680		65,973
10	5,590	5,758	5,758	Less Income	5,702
	72,497	73,940	74,922	**Non-Delegated Budget**	60,271
	81,238	56,799	58,551	**Deficit of Trading Activity**	53,381
	(81,238)	(56,799)	(58,551)	**Contribution from Main Service Budget**	(53,381)
	8.0	8.0	8.0	**Total No. of Staff**	8.0

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – CLEANING SERVICES TO SCHOOLS AND CIVIC BUILDINGS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Building Cleaning are included in the Facilities Management service (Page 480).

FINANCIAL

Schools' ability to procure services in different ways impacts upon the trading income of this service.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	3,556,780	3,578,679	3,713,127	Employees	3,677,803
2	146,780	112,390	120,021	Premises	112,798
3	22,780	25,430	25,047	Transport	25,047
4	82,007	95,998	102,403	Supplies and Services	93,825
5	16,153	0	0	Delegated Budget c/fwd	0
	3,824,500	3,812,497	3,960,598		3,909,473
6	2,689	3,024	3,024	Less Income	3,175
	3,821,811	3,809,473	3,957,574	**Delegated Budget**	3,906,298
				Non-Delegated Items	
7	67,826	36,252	47,066	Employees - FRS17 Pensions Adjustment	53,064
8	67,115	27,603	27,603	Central Support Service Recharges	16,529
9	15,179	11,269	11,269	Departmental Administration	5,048
10	15,940	17,001	17,001	Depot Recharge	9,706
	166,060	92,125	102,939	**Non-Delegated Budget**	84,347
	3,987,871	3,901,598	4,060,513	**Deficit Of Trading Activity**	3,990,645
	(3,987,871)	(3,901,598)	(4,060,513)	**Contribution from Main Service Budget**	(3,990,645)
	247.0	243.0	251.0	**Total No. of Staff**	242.0

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – SCHOOL MEALS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for School Meals are included in the Facilities Management service (Page 480).

FINANCIAL

Schools' ability to procure services in different ways impacts upon the trading income of this service.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	3,545,466	3,451,717	3,474,970	Employees	3,558,118
2	137,049	155,529	157,594	Premises	156,000
3	132,333	153,215	153,215	Transport	152,845
4	2,132,885	2,270,627	2,268,103	Supplies and Services	2,271,524
5	120,000	0	0	Delegated Budget c/fwd	0
	6,067,733	6,031,088	6,053,882		6,138,487
6	282,503	344,758	344,758	Less Income	359,990
	5,785,230	5,686,330	5,709,124	**Delegated Budget**	5,778,497
				Non-Delegated Items	
7	87,118	44,386	55,369	Employees - FRS17 Pensions Adjustment	75,065
8	118,956	137,862	137,862	Central Support Service Recharges	137,614
9	142,926	142,855	142,855	Departmental Administration	51,374
10	9,101	9,101	9,101	Asset Charges	9,101
11	17,534	18,701	18,701	Depot recharge	16,177
	375,635	352,905	363,888	**Non-Delegated Budget**	289,331
	6,160,865	6,039,235	6,073,012	**Deficit of Trading Activity**	6,067,828
	(6,160,865)	(6,039,235)	(6,073,012)	**Contribution from Main Service Budget**	(6,067,828)
	232.0	232.0	232.0	**Total No. of Staff**	232.0

Responsible Budget Holder

Assistant Head of Community Services (Facilities Management)

NEIGHBOURHOOD AND STREET SERVICES

TRADING OPERATIONS – GROUNDS MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Grounds Maintenance are included in the Parks, Open Spaces and Grounds Maintenance service in the Culture and Leisure Portfolio Chapter (Page 602).

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	3,950,574	4,009,905	4,028,276	Employees	4,153,655
2	205,173	94,355	142,985	Premises	142,985
3	359,207	275,745	343,319	Transport	333,319
4	706,355	786,254	637,945	Supplies and Services	653,417
5	12,223	0	22,752	Third Party Payments	23,321
6	4,746	0	0	Delegated Budget c/fwd	0
	5,238,278	5,166,259	5,175,277		5,306,697
7	529,414	440,511	440,511	Less Income	448,663
	4,708,864	4,725,748	4,734,766	**Delegated Budget**	4,858,034
				Non-Delegated Items	
8	137,181	63,847	88,616	Employees - FRS17 Pensions Adjustment	120,094
9	59,279	93,243	93,243	Central Support Service Recharges	69,681
10	183,290	45,358	172,533	Departmental Administration	68,601
11	3,717	3,717	3,717	Asset Charges	3,717
	383,467	206,165	358,109	**Non-Delegated Budget**	262,093
	5,092,331	4,931,913	5,092,875	**Deficit of Trading Activity**	5,120,127
	(5,092,331)	(4,931,913)	(5,092,875)	**Contribution from Main Service Budget**	(5,120,127)
	194.0	191.0	191.0	**Total No. of Staff**	193.0

Responsible Budget Holder

Assistant Head of Environmental Services (Street Care Operations)

REGENERATION AND COMMUNITY COHESION

ROLES AND RESPONSIBILITIES

The Regeneration and Community Cohesion Portfolio has a wide range of priority aims including the following:

- Achieving regeneration throughout the city with a view to maximising local employment, creating safer communities, creating inclusive communities and reducing inequalities in health
- Increasing the city's employment rates and reducing dependency on benefits including reducing worklessness in the city
- Ensuring that residents within the city have the desired skills to satisfy the current and emerging job markets
- Reducing crime, the fear of crime, anti-social behaviour and substance misuse across the city
- Ensuring the city gains maximum benefit from major European and UK funding sources and other European initiatives and policy developments
- Delivering the corporate aspirations and commitments to equality, diversity and active citizenship
- Developing socially inclusive and cohesive communities
- Reducing inequalities in health.

The Portfolio delivers these aims by:

- Maximising resources attracted to the city to support action on regeneration priorities and improving co-ordination in bidding for and managing external funding
- Developing, delivering and promoting action in relation to local regeneration priorities as stated in the Sunderland Strategy through Area Strategies, with a view to maximising local employment, creating safer communities, creating inclusive communities and reducing inequalities in health
- Ensuring the effective delivery of special programmes and management of budgetary responsibilities, (e.g. New Deal For Communities (NDC), Strategic Initiatives Budget (SIB), Community Chest, (CC), Neighbourhood Renewal Fund (NRF), Single Programme and European funds)
- Delivering the council's statutory duties as detailed in the Crime and Disorder Act 1998
- Delivering the council's statutory duties with regard to Equalities and Diversity and ensuring we progress towards achieving Levels 4 and 5 of the Equality Standard for Local Government
- Ensuring effective delivery of actions to achieve strong and cohesive communities.

PORTFOLIO CONTEXT

Statutory Context

The Sub-National Review of Economic Development and Neighbourhood Renewal 2007 outlines the Government's plans to refocus both powers and responsibilities to support its objectives to encourage economic growth and tackle deprivation at every level, by:

- empowering all local authorities to promote economic development and neighbourhood renewal, with greater flexibility, stronger partnership working and cooperation from other agencies, and better incentives for achieving economic growth and for ensuring disadvantaged areas benefit from and contribute to economic development
- a differential approach that supports local authorities in all areas to work together more effectively where they so wish, for example through pooling resources, responsibilities and targets at the sub-regional level, and supporting the development of robust decision-making at this level
- streamlining the regional tier outside London, based on more effective and accountable Regional Development Agencies, (RDAs), which would be responsible, working closely with local authorities, for preparing a single strategy for the region. RDAs will also provide support to local authorities and sub-regions in delivery of sustainable economic development, with stronger performance management
- sharpening the focus of central government departments through clearer objectives and responsibilities to provide more effective support and better co-ordination for economic development and neighbourhood renewal at all spatial levels.

The policy context is also enriched by a range of Government policies, reports and initiatives including: Building on the Governments Sustainable Communities - People, Places and Prosperity Report, (2005), the Lyons Enquiry, (2006), 'Reaching Out': An Action Plan for Social Exclusion, (2006), Local Government White Paper, (2006), and the Comprehensive Spending Review: Meeting the aspirations of the British People, (2007). All of the papers contain key common themes revolving around:

- the need for the council to develop a framework for the delivery and management of public sector services at an area level, commonly known as double devolution
- the need to involve all community groups, particularly hard to reach groups, in the priority setting process
- the need to focus more on improving economic prospects within the city
- the need to transform services so that they can operate more efficiently and be more attuned to local priorities
- the need to recognise the cross-cutting nature of community cohesion and actions needed to develop cohesive communities.

REGENERATION AND COMMUNITY COHESION

In response to the above requirements, the council will replace Area Regeneration Frameworks, (ARFs), with Local Area Plans, (LAPs), which will be aligned with the new Local Area Agreement, (LAA), and the Sunderland Strategy, both of which are currently being developed by the Partnership and will be published in 2008. The development of the LAPs will be underpinned by a comprehensive consultation process involving Independent Advisory Groups, (IAGS), Local Multi Agency Problem Solving Groups, (LMAPS), the Community Spirit Group, Members, Partners, the MORI Survey, and other elements so that the priorities for each regeneration area can be identified and agreed.

As part of the Regional Spatial Strategy (RSS), the city centre has been identified as a key centre for retail development. The draft City Centre Prospectus is being developed in partnership with the city centre Management Initiative, (consisting of the Council Chamber and Private Sector Businesses and provides steering and guidance for the City Centre Manager with an overall view on day to day operational issues within the city centre), identifies key projects in the city centre that would achieve the RSS' aim. The City Centre Management initiative is currently finalising its business and action plans which are designed to encourage prosperity through attracting more visitors to the city centre and maximising their dwell and spend time. Management priorities revolve around safety, attractiveness, accessibility, better marketing and the promotion of a more positive image of the city centre.

The Government White Paper "Our Health, Our Care, Our Say" 2006 is about connecting with communities and engaging with them to help improve their own health and prevent ill health, to provide better services in their areas and improve transport and access to allow the take up of services. The development of the new LAPs will underpin a holistic approach to meeting the needs of the White Paper. The council will work closely with colleagues in Health to facilitate local developments on improving access to services and enabling health independence and well being. Information developed within the LAPs, down to a neighbourhood level, will be utilised to support co-ordinated planning within smaller neighbourhood areas.

The Freud Report 2007, a long term review of the Government's Welfare to Work Strategy, identifies the need for improvement, in terms of employment and skills contracts / programme design, service quality and the delivery of sustainability of outcomes, particularly for the 'hardest to help' client groups. Key ideas from the Freud report, include: a more personalised, client-centred service, with flexibility to meet the need of every individual user; a focus on retention and progression of clients, including in-work support; transparently measuring performance - introducing a standardised IT and data capture system (Hanlon in Sunderland).

The Local Government White Paper, 'Stronger and Prosperous Communities', (October 2006), is about creating better services, better places and revitalising local authorities and working with partners to respond more effectively to local need. It requires the establishment of LAAs and also encourages local authorities to develop cross-boundary Multi Area Agreements, (MAA). Sunderland is part of the Tyne and Wear City Region and steps are being taken to develop a future MAA as well as an LAA. Targets for employment and training have been set at a City Region level and will be built into Sunderland LAA for 2008/2011 as a first step to establishing a true MAA.

Central Government has set the challenge of tackling worklessness in cities via the publication of a Green Paper in 2006. 'A New Deal for Welfare' and a five year plan that sets out an aspirational employment rate of 80% by 2010. This has been further informed by the Department for Works and Pensions, (DWP), Green Paper, 'In work, better off: next steps to full employment' 2007, which outlines proposals to bring one million recipients of incapacity-related benefits into economic activity through welfare reform; piloting new delivery approaches (i.e. City Trusts, Fairer Cities, etc); and reviewing existing employment and skills arrangements.

The Regional Economic Strategy (RES) focuses on improving participation through economic activity and supports an aspiration of assisting 80,000 people back into work by 2016. In light of this, ONE has developed a Regional Employability Framework (REF) which promotes a shared awareness of the current investment in welfare to work and the return it secures; creates strategic commitment to joint action to improve performance; and generates agreement on the local infrastructure required to achieve this. The 5 REF priorities are client engagement, client progression and action planning, employer engagement and in-work support.

The cities agenda, based on the 'State of the Cities' report (2006) and work by Institute for Public Policy Research (IPPR) and the Work Foundation, has made the case for pooling certain resources to deliver economic development at a city-region level. The DWP is testing this approach through 'city consortia.' The Tyne and Wear City Region proposal has been selected as one of 15 national pathfinders and a business case has been approved. Disadvantaged Area Funding, (DAF), has been allocated to the Tyne and Wear City Region, to address worklessness across the 9 local authorities in the City Region. Sunderland will receive a significant proportion of this funding (currently estimates are around £1.4 million to be spent between October 2007 to March 2009).

REGENERATION AND COMMUNITY COHESION

Skills reform has continued to gather pace in the last few years with a plethora of white papers including Skills for Life strategy focused on basic skills; 14-19 curriculum reforms focused on the development of core and vocational skills through specialised diplomas; Developing Skills for Business focused on responding to business skills needs and wider economic growth and the Foster Review of Further Education and the Leitch Review of skills which, in addition to future skill need, comment on what can be done to bring employment and skills agendas together more effectively.

The reform of EU structural funds are particularly important because they will affect many of the locally developed employability services, as well as Further Education colleges in the region. The Comprehensive Spending Review 2007 has identified the reduction of worklessness and promotion of enterprise as the two main priorities for the new Working Neighbourhoods Fund, (WNF), which supersedes the NRF from April 2008 onwards.

The amendment of the Employment Act 2006 which raises the retirement age for women to 65 has the potential to change the demographics of the workforce, in terms of older workers. The council will ensure that appropriate support is extended to women within this age range.

In the context of the legislation and statutory framework, the Crime and Disorder Act 1998 remains a key piece of legislation for community safety, requiring a localised partnership structure to identify and tackle local crime and substance misuse issues. Close partnership working with all members of the Safer Sunderland Partnership (SSP) has become even more essential to the ability to respond fully as new laws and policies unfold.

The Police and Justice Act (2006) drives forward key elements of the Government's police reform programme and measures contained in the Government's Respect Action Plan. One of the key implications for the Safer Sunderland Partnership is the amendment of the partnership provisions of the Crime and Disorder Act 1998 to make Crime and Disorder Reduction Partnerships, (CDRPs), a more effective vehicle for tackling crime, anti-social behaviour and substance misuse in their communities. This has included the introduction of a set of national minimum standards for partnership working; additional Section 17 responsibilities, crime and disorder scrutiny committees, community calls for action and the requirement for 3 year strategies to be replaced with annual rolling three year community safety plans. To prepare for these minimum standards the SSP's business processes and information needs were reviewed and a partnership improvement plan developed which is being delivered.

A new longer term Safer Sunderland Strategy will also be implemented from 1st April 2008 and will take account of local priorities (identified through a partnership strategic assessment and local community engagement) as well as national priorities, set out in the National Community Safety Plan, Crime and Disorder Act Review, National Crime Strategy and the National Drugs Strategy. The Safer Sunderland Strategy will be more outcome focused and will set a long term vision for a safer Sunderland. It will also help inform the future commissioning of resources, based on a range of interventions that will be identified as being necessary to have an impact on the long term outcomes set out in the plan. This strategy will be underpinned by the LAA which will be refreshed annually and will include key safer communities targets. Progress will be monitored through a range of relevant performance measures.

The city's approach is guided by the recent Home Office Minimum Standards for the operation of CDRPs. Underpinning this are a number of key policies and national sub-strategies relating to specific areas of safer communities work:
- Cleaner, Safer, Greener
- The Respect Agenda
- Every Child Matters and the new 10 year youth strategy
- National Alcohol Strategy (Safe. Sensible. Social)
- National Domestic Violence Action Plan
- Reducing Re-offending National Action Plan and Regional Plan

Action is taking place against a backdrop of wider public sector reforms. These include: Rebalancing the Criminal Justice System; Neighbourhood Management and Policing; Local Government reform; and the CDRP reform programme. Key policies emerging from this have included the Prolific and Other Priority Offender Schemes, the Local Government White Paper and a new round of safer communities Public Service Agreement targets.

REGENERATION AND COMMUNITY COHESION

Local Socio-Economic Change

Sunderland faces many deep-seated structural economic challenges, which are rooted in the city's history as a centre for manufacturing, shipbuilding and mining. The city continues to lag behind its national and international competitors in terms of the following key indicators of prosperity:

- Sunderland's GVA per capita is only about 80% of the UK average
- Sunderland has a low wage economy - average gross weekly earnings by residence (2006) Full time workers: Sunderland £383.30 (4.75% increase on 2005) Great Britain £449.6 (3.8% increase on 2005)
- Job Density is low (represent the ratio of total jobs to working-age population) Sunderland 0.76 Great Britain 0.84
- Sunderland has a high proportion of jobs in manufacturing and public sector activities:

Employee Jobs by Industry 2005		
	Sunderland	Great Britain
Manufacturing	16	11.1
Construction	5.2	4.6
Services	74.8	79.1
Other	4	5.2

- The stock of VAT registered businesses (2004) in Sunderland remains very low, with only 17.7 VAT registered businesses per 1,000 population, compared to 20.5 in Tyne and Wear, and 39.3 in England
- Sunderland lacks a strong entrepreneurial tradition.

Sunderland continues to suffer from unacceptably high levels of deprivation with eleven wards falling within the worst 10% nationally and 7 of the city's super output areas in the worst 3% nationally. More generally the city experiences low skills, Gross Value Added (GVA) levels, poor health and relatively high worklessness and key issues continue around inclusion, access and parity.

Sunderland's NDC partnership focuses upon one of the most disadvantaged parts of the city and has achieved Government recognition of its improved performance and success in improving key floor targets. The initiative runs until 2010/11.

In order to maximise the benefits of using transport to reduce exclusion, the Tackling Social Exclusion Through Transport (TSETT) project has been developed in partnership with Nexus. A number of initiatives have come out of the TSETT project including: the development of a more integrated voluntary sector community transport initiative; Nexus taking on a number of apprentices from the Black and Minority Ethnic (BME) community; An aged shoppers transport initiative to help the elderly to become more independent by providing local transport to shopping facilities; A programme of introducing raised kerbs and dropped kerbs to assist the disabled and elderly to get on\off vehicles and access key facilities more easily; a Travel to work scheme to assist people from geographically excluded areas reach key employment sites and transport routes. Analysis of the success of the initiatives will be undertaken and a business case will be developed to sustain those strands that are viable and providing maximum benefits to the community.

As part of the Primary Care Trust, (PCT), merging of services, the PCT arrangements and funding for Sunderland, South Tyneside and Gateshead were amalgamated in October 2006 to improve efficiency by looking at the area requirements as a whole. New streamlined management arrangements have been in place since April 2007 and the partnership is being reviewed further to adapt to the new structures. The Public Health Forum is also reviewing the Health theme of the Sunderland Strategy and the supporting LAA.

Although there are significant and serious health issues in the city still to address, progress is continuing and it is noted that life expectancy in the city has increased by 2 years, and that we are reducing health inequalities in the city at a faster rate than in England and Wales.

Improvements in some health indicators have been achieved in the city as a consequence of outstanding partnership working and innovative approach to health care and wellness services. Since 2000, incidences of death due to coronary heart disease have reduced by 35% and the average for the city is close to the national average.

REGENERATION AND COMMUNITY COHESION

Poor health remains a key contributor to deprivation in the city - Sunderland has over 10% of residents permanently sick or disabled and compared with 5.5% for England as a whole and nearly one in five households have an adult with a life limiting condition. Although progress has been made to improve health in the city, further progress is needed if we are to continue to close the gap in health inequalities between the city and the rest of the country and provide people with the opportunity to live as long as those with the longest life expectancy in England.

This will be achieved by means of a joined up and co-ordinated approach to wellness and health care that combines activities that will enable people to avoid poor health and access to effective clinical interventions. Our aim is to put in place measures that will identify health risks at an early stage and provide interventions that will enable people to maintain good levels of health and wellbeing.

If economic productivity in the city is to improve it will be necessary to increase levels of participation of working age adults in the local labour market - over 20,000 people, 11% of the working age population, are currently claiming Incapacity Benefit in Sunderland. A high proportion of this number is suffering from mental health problems and it is possible, that with the right support, some people within this group could return to work.

There is also a need to break the cycle of poor health within the most deprived communities by improving the emotional health and wellbeing of children in the City. The proportion of children living in poverty in Sunderland is 29.3% compared to 21.3% nationally. In addition, the health and wellbeing of some children in Sunderland is potentially being disadvantaged by lower that national average levels of breastfeeding and higher than averages of mothers smoking while pregnant.

As overall health and life expectancy improves, Sunderland, like the rest of the country, is experiencing an ageing population. The number of people aged over 65 within Sunderland was 45,800 in 2005 and is projected to rise to 59,500 by 2025 - an increase of almost 30% in 20 years. In recent years there has been a renewed focus on the meeting health and social care needs of older people across the city. As one of the three core themes associated with Sunderland's World Health Organisation Healthy City Status, healthy ageing has been recognised as a major priority to be addressed within all our planning processes. This has been reflected in the development of a city-wide group, the Older People's Partnership Action Group, to champion the needs of older people and the focus on older people in the Local Area Agreement.

The Sunderland Residents' Survey 2006 indicates that community cohesion is a key driver of people's satisfaction both with the council and with the area in which they live. Community cohesion measures have resulted in improvement over the past two years, however this is not consistently reflected across the city. In order to address these imbalances, a Community Cohesion Action Plan will be implemented from April 2008.

Sunderland is becoming increasingly diverse and recent estimates suggest that the population of the city is now growing. This growth is largely as a result of inward migration which also includes an element of migration from overseas populations. The recent extension of the European Union (EU) has resulted in an influx of economic migrants which has increased demand for the employment service and increased competition within the labour market. Migration to the UK has increased, not just because of globalisation and expansion of the EU, but because of the attractiveness of our flexible labour market. Although there were concerns that the influx could displace the current labour force, migrants have shown that the job opportunities are here and the outcome has been more jobs for migrants and locals alike. Nevertheless, the availability of skilled and flexible workers from abroad does not in any way reduce the need for us to improve the skills of our own population.

The city has seen a number of large scale redundancies from the Stag Furniture Factory, Dunlop and Cornings, which have resulted in the redundancy of over 2000 people over the last 3 years. These large scale redundancies have further increased pressure on an already stretched employment service. When large scale redundancies occur (both within Sunderland and also the Tyne and Wear sub region), Job Linkage work in partnership with mainstream services (Job Centre Plus) to support clients who are being made redundant to ensure they find suitable alternative employment as quickly as possible.

Because of the emphasis in recent years on targeting the 'hardest to help' clients (mainly in receipt of incapacity benefit), there has consequently been less resource available to support those closer to the labour market (i.e. Job Seeker Allowance clients, (JSA)). In addition to this, significant redundancies within Sunderland are likely to lead to an increased demand for the service from JSA clients. The council therefore will need to ensure that a balanced offer is made available to all Sunderland residents seeking employment support.

REGENERATION AND COMMUNITY COHESION

Crime rates in Sunderland continue to fall and are below the national average for the second year running (as of October 2007), making Sunderland the "Safest Big City" in the North according to Home Office recorded crime statistics of total crime per 1000 population. Maintaining these low levels will remain a priority for the SSP. Worry about crime is also reducing significantly (from 46% to 34% since March 2004) indicating that reductions in worry about crime mirror the reductions in recorded crime. However, there have not been corresponding improvements in resident's feelings of safety. It is likely that feelings of safety are influenced by a much wider range of real and perceived issues. The bi-annual Sunderland fear of crime survey and local community engagement questionnaires have shown that 'young people hanging around' and 'public drunkenness' are driving fear of crime, but other issues such as wider anti-social behaviour and drug misuse are also factors. Residents have also cited a lack of a police presence, local and national media and feeling vulnerable because of their age as reasons for feeling less safe. When asked about priorities for feeling safer, the top four issues were to:

- reduce access to alcohol for underage children
- stop people drinking in public/enforce alcohol restrictions in public places
- Community Support Officers/ Neighbourhood Wardens
- more facilities/activities for young people.

The Local Alcohol Profiles for England and findings from the North West Public Health Observatory, (2006), reveal that binge dinking in the region is above the national average and within the North East region, Sunderland has one of the highest levels. The SSP has prioritised 'Alcohol' as a key priority during 2007/08 and work is on-going to develop a co-ordinated approach to tackling alcohol related crime and disorder and the harm that it causes.

Although thefts from motor vehicles, robberies and house burglary have dropped significantly over recent years, crime levels will continue to be affected by new markets for hi-tech goods such as ipods, laptops, mobile phones and Sat Navs. Work will continue locally on designing out crime through situational crime prevention, alongside raising public awareness through simple crime prevention advice.

Other Key Issues

In March 2007 Single Regeneration Budget SRB5 and SRB6 funding came to an end and in March 2008 the NRF funding stream will also cease. Although the above funding streams will no longer exist a new Working Neighbourhood Fund (WNF) is to be included in the Area Based Grant mechanism. The allocation of the funding by Government reflects the updated Indices of Multiple Deprivation. The government has indicated that the WNF should be used to target two main priorities of worklessness and promotion of enterprise.

2007/08 is the final year of the Tyne and Wear Single Programme Investment Plan and spending on the 2000-2006 European programmes will cease by 31 December 2008. The council has therefore concentrated on ensuring that funding is secured wherever possible from these programmes and that programme management responsibilities are fulfilled. From 2008/09 onwards, the physical regeneration and tourism elements of the Single Programme will be delivered through the City Region Investment Plan for Tyne and Wear. The Plan will follow the TWP Investment Plan in focusing on the development of the principal brownfield sites in the city, the strategic transport corridor and Sunniside. It also will part fund the Area Tourism Partnership for Tyne and Wear which is led by the City Council. At regional level, the Single Programme will be directed at the region's Innovation Connectors, which include Software City, (an innovation designed to establish Sunderland as a centre for software development). The Innovation Connectors also will be a priority for support from the region's European Regional Development Fund programme for 2007-2013 which will be operational from 2008. The scope of this programme is much reduced from previous Objective 2 programmes but it will support schemes to enable local residents to benefit from employment opportunities created by the Innovation Connectors.

The emphasis in URBAN II, (the Community Initiative Programme for Hetton and Murton), is to commit remaining funds to enable them to be defrayed by 31 December 2008. A closure plan has been prepared to provide a framework for managing these responsibilities which will finish in mid 2009. The URBAN II partnership has agreed a series of actions to provide a legacy from URBAN II but progress has been limited because of the pressure to ensure that the programme complies with the demanding control standards of the European Commission and the government.

The European Social Fund, (ESF), programme for 2007-2013 will support measures to raise skill levels and to increase the employability capacity of the potential workforce. Funding will be released through co-financing whereby match funding is provided regionally by the Learning and Skills Council, (LSC), and DWP through open tendering procedures which are expected to be highly competitive. While the ESF priorities are directly relevant to the needs of the city, it might not be the council or its partners that therefore delivers the measures.

REGENERATION AND COMMUNITY COHESION

The new LAA (2008/09 - 2010/11) will contain 35 key indicators in addition to 18 mandatory education indicators, behind which the Sunderland Partnership, must invest its time and resources to achieve an impact on local socio-economic circumstances.

The Government also introduced a Safer and Stronger Communities Fund, (SSCF), in 2006. The fund is allocated upon the basis of the Indices of Multiple Deprivation. The fund includes a specific Neighbourhood element, which will provide an additional £1.6m for the 3% most deprived Super Output Areas aimed at improving the quality of life for people living in disadvantaged neighbourhoods and to ensure that service providers are more responsive to neighbourhood needs.

An External Funding Review is being undertaken which is designed to develop a more corporate approach to identifying, attracting, delivering and managing external funding. The council has decided to create a strategic regeneration service to strengthen the policy focus of its activities and the co-ordination of the delivery. The immediate impact for the council is that it will provide the context for implementing the findings of the external funding review which will include the development of a framework to ensure that funds can be better targeted at the City's Strategic Priorities.

The council develops and co-ordinates, the activities associated with the European Healthy Cities Network and will be working on the following objectives during Phase IV;
- Healthy Ageing - working with partners such as the Older Peoples Partnership Action Group (OPPAG)
- Healthy Urban Planning - working with partners such as the attractive and accessible partnership
- Health Impact Assessment - identifying additional areas of work and developing a City Council approach
- Physical Exercise and Active Living.

The council will respond to the Department of Health initiative concerning Communities for Health, continuing the work undertaken already on taking the Community Wellness programme into communities and raising positive perceptions of Older People through Demystifying the Myths of the Ageing Population and raising the profile of the Age Friendly Cities perspective in the City. We are also contributing to the development of the next phase of the World Health Organisation (WHO) Healthy Cities Network for 2008 - 2012 to ensure that there is both a connection to our priorities and that the work undertaken in Phase IV continues.

Sunderland is delivering a Northern Way Worklessness Pilot, which is identifying new and innovative approaches to helping those on benefits to become economically active. Lessons from the Northern Way pilot will impact on how we focus on economically inactive clients in the future, i.e. 'demand-led' work with local employers to identify future skills needs and align client engagement and training programmes accordingly.

Sunderland is participating in a regional DWP (National Employment Panel, (NEP)) pathfinder project to develop and implement mechanisms for securing benefits for workless clients from construction regeneration programmes. Sunderland is leading two of the eight work-streams of the project (i.e. Targeted Training and Employment and The Skills Forecasting Model). Work is currently underway with Children's Services to test the Targeted Training and Employment Methodology on a pilot school within the Building Schools for the Future (BSF) programme. This work is further complemented by Sunderland's lead on one of the five efficiency projects led by the Tyne and Wear Chief Executives under the collaboration programme which has delivered some key enabling documents, principally a Targeted Training and Employment Toolkit and a Predictive Skills Forecasting Model that enables a percentage of overall labour requirements to be determined for inclusion in the contract documents. Whilst the work has been developed around construction, the process model enables all the principles to be migrated to other sectors for delivery.

The SSP has been very successful in 2006/07 in relation to tackling drug misuse with the fastest improving performance in the region. The partnership was also awarded green status by the National Treatment Agency, (NTA), for its performance against targets in the adult drug treatment plan at the end of 2006/07.

There is a statutory requirement for the SSP to have a new crime and drugs strategy in place by the 1st April 2008. Between October 2007 and March 2008, a new 15 year Safer Sunderland Strategy will be developed. This will align itself to the new Sustainable Community Strategy which is also under development.

The SSP is committed to improving its approach to offender rehabilitation and the prevention and reduction of domestic violence and will forward proposals to this effect in 2008/09.

REGENERATION AND COMMUNITY COHESION

The proposals for a Local Asset Based Delivery Vehicle must be fully considered, and a corporate approach agreed on its implementation. In this way, the City Council can demonstrate a united and coherent approach to this important strategic delivery vehicle.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Develop Area Strategies to support Sunderland Strategy and LAA	Yes - 6 Area Profiles have been developed. They support the work involved in the Sunderland Strategy and the LAA and will be developed into LAPs when the Sunderland Strategy and LAA is in a position to inform	Detailed work at a neighbourhood level has been provided, highlighting clear areas of need, supporting the work of partners improving the quality of life in the city	All SPs & CIOs	All ETs
Programme Manage NRF to maximise impact on Strategic Priorities and LAA	Yes - 2006/07 allocations maximised.	Developed a new framework for monitoring impact on objectives. All projects are required to provide 'drill down' or beneficiary data based on achieved targets this helps to identify that we are achieving targets in most deprived areas or communities of interest.	All SPs & all CIOs	All ETs
Ensure the full take up of SRB/SIB/NRF, provide final report to ONE North East (ONE), and implement Forward Strategy for SRB5+6	Yes - Full take up of SRB/SIB/NRF achieved.	A raft of programmes and projects across the city have been funded, targeted in areas of need and focussed meeting strategic priorities	All SPs & all CIOs	All ETs
Develop a systematic approach to identifying the determinants of social exclusion	No - Alternative approaches being explored		SP8	5
Develop a framework for the joint commissioning of employment activity within the city	No - Options currently being explored.	Awaiting EMT decision on whether to grant fund external providers to delivery all or part of the employment support activity for the city. (Currently, delivery takes place in part by the council's internal team and in part through external partners.)	SP1 SP8	1 5
Market test the effectiveness of methods of work with the 'hardest to help' customer groups	Yes - exploring more effective partnership working, to enhance the client journey from economic inactivity to sustainable employment, within relevant growth sectors in Sunderland.	Northern Way pilot provides framework to build an extended partnership network of specialists, who can address the needs of 'hardest to help' clients more effectively (e.g. drug/alcohol support workers, carers centre, disability network).	SP1 SP8	1 5
Reconfigure and specify existing Job Linkage provision to focus activity on gaps in mainstream provision	Yes - work in partnership with mainstream provision (Jobcentre Plus) to identify areas of complementary activity, to more effectively support key client groups (principally those on incapacity benefit, lone parents, clients with low skills, older people (50+), BME clients), to move into sustainable employment	Identified areas where mainstream provision is unable to effectively support Sunderland residents, e.g. engagement of hardest to help clients, under 18 clients and in-work support (employer and client engagement).	SP1 SP8	1 5

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Procure a provider to assist develop demand led approaches, building on the existing Job shop model and the Programme for Change action plan	No -options currently being explored.	Following consultation with partners, decision made to strengthen and maximise current partnerships through new secondment (Tyne and Wear Care Alliance and JC+). The Jobshop service has been expanded to now include the Care sector.	SP1 SP8	1 5
Maintain skills for young people targets (14-19 year olds) whilst diversifying recruitment sources to support corporate parenting and progression pathways	Yes - Vocational training has been provided which has seen a 40% success rate for apprenticeship and 54% progression rate.	Achieved LSC targets for both Apprenticeships and Foundation Programmes (40% success rate for apprenticeship programmes and 54% progression rate (i.e. into jobs/further education/training) for the E2E/P4P foundation programmes	SP1 SP8	1 3 5
Develop processes to introduce new annual rolling three year Safer Sunderland Strategy Introduce bi-annual review of priorities via the strategic assessment process	Yes - The Safer Sunderland Partnership has held 3 strategy development days and followed a 'Theory of Change' approach to identifying key long terms outcomes for the new strategy. This strategy will be a 15 year strategy with delivery taking place via the 3 year LAA delivery plans	A Partnership strategic assessment has been produced to inform the development of the new 15 year annually reviewed Safer Sunderland Strategy.	CIO4 SP5	5
Implement new partnership Information Sharing System	Yes - A secure 'vault' (web-enabled access) was developed by ICT and a service level agreement set up with Tyne and Wear Research and Information who cleaned, coded and uploaded the data onto the Vault on a monthly basis. Additional core datasets have been identified by the Community Safety Analyst and uploaded onto the system. A front end scanning tool was also procured from GeoReveal to allow managers and decision makers to identify problems that need more detailed analysis.	Multi-agency Information Sharing System is in place securely hosting core data sets needed for the SSP to make evidence-led decisions. This will improve problem solving and has been highlighted as best practice and a pilot for the rest of the region by GONE.	CIO4 SP5	3
Implement Corporate Section 17 improvement plan	Yes - Holden McAllister consultants were procured to carry out a review of the council's compliance with S17 of the Crime and Disorder Act. Key recommendations were then put into an improvement plan which was agreed by EMT.	Improvement Plan and Corporate Safer Communities Plan implemented and are routinely reviewed to ensure the council meets is statutory duties. Training sessions delivered to managers in all Directorates and for Elected Members.	CIO4 SP5	3

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Review and revise Anti Social Behaviour (ASB) Strategy and implement multi-agency action plan to deliver it	Yes - The ASB Manager has worked with partners to update the ASB Strategy in light of current legislative changes and has produced a multi-agency action plan to sit alongside this.	Strategy revised and a multi-agency action plan is being delivered. ASB Strategy Meetings now include Respect Agenda and a Respect/ASB Strategic Group now oversees work relating to: Challenging Families; Children, Young People and Families and Safer Communities and the Environment.	CIO4 SP5	3 5
Implement and monitor delivery of area based action plans through LMAPS	Yes - The Community Safety Co-ordinator has met with all of the LMAPS Inspectors and attended all of the LMAPS meetings in order to carry out a review of their functions. This has led to a series of recommendations being made to improve how they operate. This report has been approved by the Safer Sunderland Partnership's Business Support Group	The LMAPS have been reviewed and key actions are being progressed. This will ensure LMAPS are fit for purpose to identify, tackle and effectively resolve local safer communities' issues.	CIO4 SP5	3
Depending upon the outcome of the external funding review - guide and manage the implementation of a strategic framework to co-ordinate external funding responsibilities within the council	Yes. The service continued to co-ordinate the development of the CMT/EMT report proposing a more integrated and strategic approach to external funding.	Creation of a co-ordinated service to secure, manage and deliver external funding on behalf of the City Council, Sunderland Partnership, the arc and other partners.	CIO1 CIO3 CIO4	All ETs
Management and monitoring of partnership funds to the value of £15m to ensure maximum take-up. Secure £1,968,000 and manage £12,410,013 of UK and European funds for City Council projects.	Yes. The services responsibilities were adapted to reflect changing requirements of funding programmes, for instance, the increased emphasis on monitoring and compliance.	Completion of regeneration projects including Sunderland Aquatic Centre and e-volve and progress on other initiatives including SSTC and the candidate World Heritage Site.	CIO1 CIO3 CIO4	All ETs
Ensure the city's interests are reflected in the European operational programmes, RES Action Plan and other key regeneration strategies. Promote Sunderland's interests in other European policy forums in line with the Sunderland Strategy and the International Strategy.	Yes. The service has continued to promote the city's interests in preparation for the 2007-2013 round of European funding and arrangements for the new Single Programme are progressed.	Provisional funding allocations for major Sunderland projects including Sunniside, SSTC and the candidate World Heritage Site	CIO4	All ETs

REGENERATION AND COMMUNITY COHESION

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
Develop a pro-active approach to promoting EU trans-national funding opportunities	Yes - Presentations given to Sunderland Learning Partnership; internal briefing held covering trans-national programmes alongside other opportunities (May 2007); participation in regional trans-national group including review of group to increase value.	Increased awareness internally of transnational funding opportunities - no proposals submitted therefore no impact on service delivery at this stage	CIO3 CIO4	All ETs
Economic Prosperity Strategy - roll-out of Action Plan, Implementation and evaluation.	No, now incorporated into wider Sustainable Community Strategy	In 2008 the Economic Prosperity Strategy and policies will be fully aligned with the principles and direction of the Sustainable Community Strategy	SP1	1
Progress schemes to develop business premises for new firms at Washington	No. This project is likely to be pursued through the Software City initiative, which is becoming a key focus for Single Programme funding in the city.	Continue to explore opportunities to provide new business accommodation	SP1	1
Provide a range of targeted financial incentives to encourage job creation, business start-up and growth	Yes - a range of financial incentives to support local business growth and job creation have been offered, such as rent relief and job creation grants	Resulting in increased business investment in the city and a variety of job and career opportunities for local residents	SP1	1
Develop and Implement a city-wide Community Cohesion Strategy and Action Plan	No, awaiting report from the Institute of Community Cohesion - plan will be in place by the beginning of 2008/09		CI01 CI04 SP2 SP5 SP7 SP8	5
Develop and facilitate the operation on Independent Advisory Groups (IAGs) for key minority and vulnerable groups	Yes - IAGs have been set up related to 6 equalities strands - groups are: young people, older people, gender, faith, ethnicity, disability and sexuality. These have support from the Diversity and Inclusion team in terms of costs to cover meetings etc and admin support. The chairs sit on the Inclusive Communities Thematic group	Clearer and more effective ways in which different sectors of our community get involved in developing plans and strategies	CI01 CI04 SP2 SP5 SP7 SP8	5
Review progress against the Equality Standard. Revise action plan and review content of the overall Equality Policy and Plan	Yes - A corporate equalities steering group monitors performance against equalities targets and has worked to revise the Equality Plan which has now been adopted by the council as the Corporate Equality Scheme.	Declaration of level 3 of the Equalities Standard which means we have embedded ways of making sure equalities issues are picked up by all services across the council.	CI01 CI02 SP6 SP8	All ETs

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

All externally funded projects are monitored on a quarterly basis against targets and the system has been amended to include 6 monthly updates on beneficiary data. A Management Information System (MIS) may be developed to monitor the outcomes generated by funded programmes in order to identify the communities of interest that have benefited. This will be used to identify how well the LSP have performed in narrowing the gap most deprived areas/communities of interest.

REGENERATION AND COMMUNITY COHESION

The Hanlon Skills Register is being used to match employer's skills requirements with the local labour market. Sunderland is playing a central role in the establishment of Hanlon as the primary sub regional information system for employment data and will be working with agencies/employers to ensure the system is used across the whole of the city to match jobs with residents and to enable ongoing monitoring/evaluation of proposed MAA targets.

The Job Linkage Client survey, (February 2007), included the opinions of 400 clients and displayed an overwhelming level of satisfaction with 97% of participants stating that the service was either good or excellent. Feedback has led to uniform opening hours being put into place for the Job Linkage service. An employer engagement workshop which was attended by 112 employers, (2007), which identified a need for Customised support to be provided to employers with recruitment needs, which will match the competencies required with competencies of clients held on a skills database.

A safer communities survey is sent to 6,000 randomly selected residents twice a year to measure feelings of safety and worry about crime. The findings are used to inform priority setting and action planning, including the development of the new 15 year Safer Sunderland Strategy and its subsequent annual plans.

Community Engagement Meetings (led by the Police) are held in each LMAPS area across the city. These provide an opportunity for residents to raise any persistent safer communities' issues. Those that cannot be resolved by a single partner agency are then fed up to the relevant LMAPS group and once resolved, the outcomes are fed back to residents. This will align with the forthcoming statutory duty on Community Call for Action.

The council will continue to develop and put into action an understanding of the different needs and expectations of residents across the city and will ensure that this information is central to the ongoing development of community cohesion actions. In particular a Community Cohesion Strategy will be produced and implemented that will draw on the work carried out by the Institute for Community Cohesion, the findings of the annual residents' survey and research by Demos which identifies different strategies for engendering greater trust in the council and the Public Sector thereby encouraging stronger communities.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

An External Funding Review is being undertaken which is designed to develop a more corporate approach to identifying, attracting, delivering and managing external funding. A framework will need to be developed to enable this approach so that funds can be better targeted at the city's Strategic Priorities.

A review of the Job Linkage Forward Strategy is currently being undertaken by external consultants EKOS. As a result of JobCentre Plus' recognition of the added value provided by Job Linkage, the service has secured the secondment of Jobcentre Plus key staff within the Job Linkage network after the national withdrawal of the JC+ Action Team for Jobs initiative.

Equal opportunity principles have been embedded in all consultation phases for the Northern Way worklessness pilot. Through the pilot, new and improved ways of working with key client groups (e.g. disabled, carers, drug/alcohol users, long term sick) will be tested. Best Practice arising from this pilot will be incorporated into a revised delivery model. A Job Linkage Equal Opportunities Policy has also been developed and every user of the service has to sign up to a Client Service Level Agreement which outlines our positive approach to equal opportunities. The council is continuing with the Positive Action Trainee initiative with Nexus Travel which has now been extended from solely BME clients, to other hard to help client groups.

A review of the Wearside Domestic Violence Forum has been completed and the recommendations of the review have been implemented which has led to the creation of a senior level Board which aims to reduce domestic violence/repeat domestic violence via more co-ordinated, targeted service delivery.

In October 2007 Cabinet agreed that the council should declare that it had reached Level 3 of the Equality Standard for Local Government. This means that Equalities planning has been integrated into the councils Strategic Planning approach. In the coming year the council needs to ensure that actions identified through the planning process of 2007/08 are monitored and that it can begin to demonstrate effective performance management of equalities work. This will enable the council to declare that it has reached Level 4 of the Equality Standard in September 2008.

REGENERATION AND COMMUNITY COHESION

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

At the end of September 2007, the Job Linkage service had supported 432 residents into employment and is confident of achieving its target of 1150 for 2007/08. The number of ITEC Apprenticeships has been successful in encouraging 20% of the trainees into full time education as opposed to only 10% in 2006/07. It is anticipated that 190 young people will have participated in vocational training provided by the Riverside facility during 2007/08 which is an increase of 10 on the previous year.

There have been significant reductions in all major crime categories in 2006. Safer Sunderland Partnership (SSP) exceeded the target of 73% for engaging with service users in drug treatment for a minimum of 12 weeks by achieving an average of 78% and met the national targets for treatment waiting times of two weeks by achieving an average of 3.5 days. The Safer Sunderland Strategy is being delivered and work is underway to develop a new 15 year Strategy for April 2008 which will be supported by a robust performance management framework.

The SSP's Multi-agency Information Sharing System, (called the Vault), was set up in 2007 and provides a secure web-based area for partnership analysts to access routinely updated core safer communities data sets. This is used both to inform performance management and also to inform intelligence led decision making and strategic priority setting.

Wearside Women in Need successfully secured Invest to Save funding for a Domestic Violence Perpetrator hostel, the first of its kind nationally if not internationally, which will be operational for 2008.

Opportunities to develop benchmarking are undertaken whenever possible. Examples include:
Costs for the Safer Communities team are in the lower quartile when compared against Metropolitan Authorities and Nearest Neighbours for 2007/08 and are ranked 2nd and 1st respectively. Additional funding provided in 2007/08 by the Safer Sunderland Partnership has enabled a Safer Homes Initiative to be run during the year, providing advice, support and additional home security for victims of house burglary, domestic violence and hate crime, helping to reduce house burglary rates by 36% for the period April to December 2007.

Projects delivered through the various funding streams are appraised in relation to unit cost comparators, which ensure that value for money is obtained. A four year NRF Monitoring and Evaluation Framework for Consultants has been developed which should reduce the administrative burden associated with procuring consultants for this kind of activity by moving from a singular basis to a call off contract arrangement.

The National Treatment Agency has recently completed a unit costings exercise for drug treatment in Sunderland with the SSP which resulted in the prescribing for drug users service being re-provided from the Community Addictions Team to Counted4, a Community Interest Company, to ensure value for money.

The European Team were successful in attracting an additional £1.5 million ERDF grant for the Sunderland Aquatic Centre in April 2007 taking the total level of ERDF on this project to £3.6 million. Other major projects for which funding was secured included the Sunderland Strategic Transport Corridor, Sunniside Redevelopment, the World Heritage Site at Wearmouth and Jarrow, the CtC Cycleway and the Area Tourism Partnership. In association with Digital Challenge, URBAN II is to provide £125,000 of ERDF grant to the Wireless Communities project.

The URBAN II programme for Hetton and Murton again achieved its annual expenditure target which greatly assisted GONE in ensuring that the region met its Objective 2 targets.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The council recognises the importance of working in partnership to make Sunderland a better place to live, work and visit. It improves performance against a number of key themes via partnership working as follows:

Regeneration - The council supports the Sunderland Partnership via representation on its Joint Partnership Group to identify and address cross cutting themes with a particular focus on ensuring that neighbourhood renewal is represented on all thematic partnerships. We will continue to play a major part in driving regeneration across the city by carrying out consultation to identify the key issues in each area and working with a wide range of partners to develop LAPs to tackle these issues. In order to measure the impact of LAPs, a new Sunderland Partnership performance monitoring framework will be developed. The council maximises funds attracted to support action on partnership activities and supports programme management of partnership special funds (e.g. NRF/SSCF) as well as co-ordinating the development and delivery of the Tackling Social Exclusion through Transport (TSETT) initiative with Nexus.

REGENERATION AND COMMUNITY COHESION

Economic Prosperity - The council is a member of the Sunderland Partnership Economic Prosperity Group and works with a wide range of partnerships, to maximise the benefit that residents from Sunderland obtain from welfare delivery services. In addition to the Sunderland Partnership the council works in partnership with:

- New Deal for Communities (NDC) partnership, shaping implementation of NDC funding in the Hendon and East End area of the city.
- Job Linkage delivery partnership - securing funding and setting priorities for employment support across the city, in conjunction with the voluntary sector.
- City Centre Partnership - focussing on improving the retail offer in the city centre and maximising employment and training benefits
- Tyne and Wear Together, 5 economic development services across Tyne and Wear working together to secure funding and delivery joint projects for employment support.
- Regional Employability Framework (REF), (new in 2007) - Member of the Employer Engagement task and finish sub-group of the Regional Employability Framework, working on development of an Employer Engagement model, using the recommendations from the REF, to be implemented through future funding opportunities in the region.
- Tyne and Wear City Region Employment Consortium, - member of the Client Engagement sub-group, working in the development of a client delivery model for employability services, in line with the recommendations from the REF, (developed by the Regional Skills Partnership, 'Skills North East'.

Safer Sunderland - The council supports the SSP from the Board level through to the area and theme based delivery groups. These are wide ranging and include: Joint Commissioning Group, Sunderland Domestic Violence Partnership, Local Criminal Justice Board (Local Delivery Group) alongside a range of others. The partnership has been hugely successful in driving down crime within the city to levels that are below the national average, (April-June 2007 shows the national crime rate is 24.18 per 1000 population and for Sunderland this is 22.05 per 1000 pop), and has been awarded 'Green' status for the first time in 2007 for performance against its drugs targets. It is the fastest improving partnership in the region and was awarded the Association of Town Centre Management Award for its Safer City Centre Strategy. Sunderland was also granted the status of 'Respect Action Area' by the Home Office in 2007 and through this award significant funding has been made available for parenting support programmes.

The SSP has been verbally acknowledged by Government Office to be one of the best performing partnerships in the safer communities field and has been commended by the Home Office and Home Secretary over the course of the year.

Healthy City - The council co-ordinates the Healthy City Partnership which has membership of the World Health Organisation (WHO) Network and is responsible in turn for co-ordinating the city's approach to phase IV of the WHO European Healthy City Programme. The partnership is developing action plans to increase life expectancy, reduce infant mortality, improve health and general well being and reduce obesity for residents within the city.

The Healthy Ageing Profile has been completed providing a body of learning for agencies to plan their future services. It has been shared through the Sunderland Partnership structures and has informed the development of the + 50 Strategy. The subject of Healthy Ageing is expected to continue in the next phase of the World Health Organisation (WHO) Healthy City theme and the subject of Sunderland as an Age Friendly City will be explored. In addition to this, the council will work with the WHO European Healthy City Office to develop the content and structure of Phase V of the programme.

Community Cohesion - The council continues to work closely with central and regional Government officials, national bodies (e.g. Commission for Equality and Human Rights, LGA, IDeA) and other local authorities, across the full range of equalities and cohesion issues. This direct partnership working and also participation in national and regional networks, including learning networks, ensures that the council stays up to date with the latest developments in both policy and practice to provide the best possible service in Sunderland. Examples of recent joint working include exploring effective ways of tackling violent extremism and working with new communities. Following the development of a Community Cohesion Strategy the council will work to mainstream community cohesion actions and take the lead for rolling the strategy out across the city. This will require close working with IAGs and partners to monitor and assess the effectiveness of the strategy and actions designed to achieve greater and continued community cohesion.

REGENERATION AND COMMUNITY COHESION

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Achieving Regeneration Throughout the City **Area Regeneration** Lead on ensuring the delivery of regeneration priorities at a local level, within the context of the Local Area Agreement (LAA) and maximise the impact of funding against those priorities	Establish and implement a regeneration vision for the city	Continue implementation of regeneration vision	Continue implementation of regeneration vision	Physical regeneration will take place on key sites throughout the city, including the Vaux site, Farringdon Row, Sunniside, Crowtree, Rainton Bridge and the Sunderland Strategic Transport Corridor	All SPs	All	HoPE
We will develop and implement systems for the effective performance management of area arrangements and Local Area Plans (LAPs)	Engage with communities to establish priorities and develop LAPs Work with all relevant interests to commission activity to meet strategic priorities identified in LAPs	Review LAPs in line with LAA review deadlines Continue to work all relevant interests to commission activity to meet strategic priorities identified in LAPs	Review Area Strategies in line with LAA review deadlines Continue to work all relevant interests to commission activity to meet strategic priorities identified in LAPs	Effective action on LAP priorities will improve local quality of life by narrowing the gap between more deprived neighbourhoods/ communities/ individuals and the rest of the city/UK Social exclusion will be reduced, quality of life for vulnerable people will be improved			

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Develop and implement a Performance Management Framework and MIS to monitor/review progress of the LAPs	Review performance against targets, identify areas of concern and develop remedial action where appropriate	Review performance against targets, identify areas of concern and develop remedial action where appropriate		All SPs All CIOs	All	AC&SPM
We will support Back On The Map (BOTM) in implementing its regeneration programme	Support BOTM to launch its major housing and environmental programme and support the development of the BOTM asset base as a key element of its forward strategy	Agree BOTM forward strategy and investigate resources required to continue implementation of housing and environmental programme	Programme closure and confirmation of new arrangements with the "successor" body	Major physical and social regeneration of the Hendon area will be achieved	All SPs CIO4	All	HR
We will continue to improve the City Centre	Expand the range of events and attractions in the City Centre	Launch a full marketing campaign and consider the scope for the introduction of a Business Improvement District (BID)	Implement findings of BID analysis	The City Centre will be a more attractive environment which will lead to increased footfall and spend in the city	SP1	1	HR
European and UK Funding We will lead the implementation of a co-ordinated approach to bidding for, and managing, external funding across the council	Create a co-ordinated external/special funding service and associated framework to enable better access to, prioritisation and management of funding.	Manage and develop strategic framework to co-ordinate external funding responsibilities within council Undertake a first review of the strategic framework	Manage and develop strategic framework in line with findings of review	The quality of life for residents across the city will be improved by attracting more funds which will be better targeted at key social and physical regeneration priorities.	SP1 CIO2 CIO3 CIO4	1 5	SPETM AC &SPM

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
We will adapt and develop the council's existing European and UK funding responsibilities in relation to programme needs and improvements in internal working	Develop projects to secure support from first year of City Region Investment Plan and 2007-2013 European Regional Development Fund (ERDF) and European Social Fund (ESF) programmes	Continue development and management of projects within European and UK programmes.	Continue development and management of projects within European and UK programmes adapted in line with review of strategic framework and programme reviews and evaluations	Major physical and social regeneration projects will be delivered across the city and there will be significant improvement in economic activity rates in the city.	SP1 All CIOs	1 5	SPETM
We will represent the city's interests effectively in key policy areas working with local, regional, national and European partners as appropriate	Continue to lobby for city's interests in reviews of European and other key regeneration strategies and programmes.	Continue to lobby for city's interests in reviews of European and other key regeneration strategies and programmes.	Lobby for city's interests in relation to post 2010/11 programmes and mid term evaluations of European programmes	Strategies and programmes governing external funding will reflect the needs of Sunderland wherever possible thereby allowing appropriate bids to be submitted on the city's behalf.	SP1 CIO2 CIO3 CIO4	1	SPETM
Economic Participation We will ensure that Sunderland develops its potential to adapt and thrive as a prosperous city by: Playing a leading role (as partner and host authority) in the new Tyne and Wear City Region designed to improve the economic performance of the area	Support the effective operation of the City Region Design and deliver joint programmes and projects to meet City Region objectives	Support the effective operation of the City Region Design and deliver joint programmes and projects to meet City Region objectives	Support the effective operation of the City Region Design and deliver joint programmes and projects to meet City Region objectives	Improved collaboration between local authorities and partners to create better outcomes for residents Appropriate investment at the appropriate level to maximise benefits for people in Sunderland	SP1 CIO4	1	DCX

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
				Promotion of sustainable and inclusive economic growth for Sunderland			
Facilitating and delivering business creation, development and diversification to increase economic prosperity and employment in the city	Expand the offer of strategic employment sites and range of new innovative employment opportunities within the city	Ensure appropriate and innovative strategic employment opportunities are provided and promoted accordingly	Continue the promotion of strategic and innovative employment opportunities and review approach accordingly	Sustainable employment opportunities provided for local residents.	SP1	1	HCBI
	Implement a revised targeted financial incentive scheme	Continue to provide a targeted financial incentive scheme and review appropriateness	Provide revised targeted financial assistance scheme taking account of review	Financial incentives that encourage employment in Sunderland			
	Improve monitoring of economic data in respect of the city	Review core economic data indicators to ensure appropriateness and accuracy	Continue to monitor economic data taking account of review	Improved understanding of the city's economy and the effectiveness of the council's and partners' activities to support employment generation.	SP1 CIO3	1	HCBI

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Employment and Training We will maximise employment support and training opportunities for residents of the city by: Developing a strategic framework for the delivery of Employment and Training Services	Identify impact of Regional Employability Framework proposals, and Multi Area Agreement employment targets and develop an Employment Strategy accordingly Implement approved approach to Job Linkage forward strategy and worklessness reduction programmes Contribute to and strengthen the Sunderland Partnership's Economic Prosperity Thematic Group in relation to target setting, delivery, planning, and co-ordination, to achieve Local Area Agreement targets	Secure DAF, WNF and other external funding to ensure strategy delivery Review Economic Prosperity approach to worklessness reduction	Review Employment Strategy Monitor implementation of improvement plan	A better understanding of need will be developed which will improve investment decisions and secure greater return on investment on city-wide worklessness interventions The council will be able to measure its effectiveness in using procurement and development powers to secure training and employment benefits for priority residents	SP1 SP6 SP8 All CIOs	1 4	ETM

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Tackling worklessness in conjunction with the LSP's Economic Prosperity Thematic Group	Roll out Northern Way Worklessness Pilot models	Consolidate Northern Way Worklessness Pilot models.	Evaluate impact of worklessness activity, to inform future resource allocation.	The number of key benefit claimants will reduce by 13.7% by May 2009. The Employment Rate will increase to 69.5% by May 2009. The percentage of economically active residents will increase to 76.1% by June 2009. The no. of working age families dependent on key benefits will decrease by 13% by May 2009.			
Improving the take up and quality of vocational learning provision	Implement corporate work based learning projects and raise awareness amongst directorates of potential grant funding assistance. Improve the council's work based learning provision including extensive use of Train to Gain resources. Submit a Bid for a Train To Gain contract to the LSC.	Expand apprenticeships and entry to employment provision both in terms of learner numbers and new vocational areas. Introduce new, innovative training provision - including young apprenticeship, higher apprenticeships and involvement in the new specialist diplomas.	Continue to develop provision and maximise impact of training centres in line with Government's learning and skills agenda	The training needs of young people and employers will be better met and there will be an increase of 25% in the number of 14-19 year olds participating in vocational learning by 2010/11. Progression through apprenticeship provision to FE and HE will increase to 20% by 2011. Private sector organisations will also be able to take advantage of a high quality training offer.	SP1 SP8	ET1 ET4 ET5	ETM

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Crime, Fear of Crime, Anti-Social Behaviour and Substance Misuse We will reduce crime, the fear of crime, anti-social behaviour and substance misuse	Implement and monitor delivery of the new 15 year Safer Sunderland Strategy and its annual action plans	Annually review performance and delivery of key action plans and targets	Annually review performance and delivery of key action plans and targets	Residents across the city will be and feel more safe and secure Residents will be free from harm (including substance misuse)	SP5 CIO4	3 4	SCM
	Implement a new Performance Management Framework to support the strategy	Review the SSP's performance management framework in light of the annual LAA	Review the SSP's performance management framework in light of the annual LAA	Residents will be free from crime and disorder			
	Improve the effectiveness of offender rehabilitation	Produce a performance framework for improvement action	Monitor implementation	Areas of the city with below average feelings of safety will be identified and evidence-led action will be taken to close the perception gap between crime and feelings about crime.			
	Improve early detection and action to reduce incidences of domestic violence	Launch a new domestic violence action plan for Sunderland	Monitor implementation				
	Improve feelings of safety by securing funding to: enhance community feedback mechanisms, continue marketing and communications work, and continue the bi-annual safer communities survey	Improve feelings of safety by securing funding to: enhance community feedback mechanisms, continue marketing and communications work, and continue the bi-annual safer communities survey	Improve feelings of safety by securing funding to: enhance community feedback mechanisms, continue marketing and communications work, and continue the bi-annual safer communities survey	The SSP will exceed the minimum requirement for effective partnership working as set out in the CDRP reform Programme (under the Police and Justice Act 2006), by having effective governance and delivery structures in place which will in turn contribute towards the wider outcome of residents being and feeling safe and secure in Sunderland			

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Deliver the SSP Improvement Plan to ensure compliance with the 6 hallmarks of effective partnership working	Review compliance against the minimum standards for partnership working	Review compliance against the minimum standards for partnership working				
	Lead on the production of an annual partnership strategic assessment to inform a review of priorities	Refresh the partnership strategic assessment					
	Implement recommendations from LMAPS						
	Implement a process for responding to Community Call For Action once the statutory duty comes into effect.	Confirm community call in feedback and scrutiny arrangements for the SSP					
Reducing Inequalities in Health Developing corporate actions to improve the health of the population	Apply for Phase V of the WHO European Healthy City Network programme	Implement the agreed objectives of Phase V	Implement the agreed objectives of Phase V	Overall health will be improved as the work of the Health Thematic Partnership is aligned with Phase V innovative and developmental objectives that are currently under consideration.	SP4 CIO4	2	AC&SPM
	Identify opportunities in the Communities for Health programme	Work with partners to roll out agreed programme to communities of need	Work with partners to roll out agreed programme to communities of need				

REGENERATION AND COMMUNITY COHESION

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Community Cohesion We will achieve year on year improvement in Community Cohesion within the city, progress the council's compliance with the Equality Standard and ensure the council's Equality Policy and Plan comply with the requirement of existing and emerging equality law	Provide evidence to support Level 3 and progress action to comply with Level 4 of the Equality Standard	Provide evidence to support Level 4 and progress action to comply with Level 5 of the Equality Standard	Provide evidence to support Level 5 of the Equality Standard and continue to monitor, review and maintain compliance with the standard.	Key areas and issues regarding inequalities show evidence of a year on year improvement and 'narrowing the gap The council has clear structures embedded in its mainstream planning processes to ensure that equalities issues are successfully addressed on an ongoing basis.	SP6 SP8 CIO1 CIO2	4 5	DCX
Develop and Implement a city-wide Community Cohesion Strategy and Action Plan	Collate research and information across the city and incorporate into an Action Plan	Implement and continuously improve a programme of activities that promote community cohesion in Sunderland	Implement and continuously improve a programme of activities that promote community cohesion in Sunderland	Sunderland's communities are stronger and more confident, shown in measurable improvements in community cohesion, as measured by the annual MORI and other surveys, through more effective targeting of resources to promote cohesion.	SP2 SP5 SP7 SP8 CIO1 CIO4	3 4 5	DCX
	Develop and review the role of IAGs	Review and evaluate progress, including the role of the IAGs	Review and evaluate progress, including the role of the IAGs	A more inclusive Sunderland Partnership, and improved capacity of people from the key minority and vulnerable groups to contribute			
Implement the ARCH (Agencies Against Racist Crime and Harassment) city-wide racist incident reporting system	Refine, review and continually develop the system	Secure alternative ongoing funding	Secure alternative ongoing funding	Integrated system for reporting Hate Crime across Sunderland Partnership and better intelligence \ development of programmes to address emerging issues.	SP5 SP7 SP8 CIO1 CIO4	3 4 5	DCX

REGENERATION AND COMMUNITY COHESION

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Page No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Office of the Chief Executive	
542	78,799	94,358	107,128	Diversity and Inclusion	166,311
545	313,852	273,578	277,398	Strategic Programmes and Europe	268,855
549	1,358,659	913,278	912,319	Economic Development and Business Support	898,811
563	127,998	153,537	155,773	Safer Communities	176,495
564	2,152,963	2,582,330	2,582,330	Strategic Initiatives Budget	2,582,330
565	420,525	453,047	461,278	Area Co-ordination and Special Programmes	399,136
566	405,869	278,901	296,611	Employment and Training	302,691
	4,858,665	4,749,029	4,792,837	**TOTAL BUDGET**	4,794,629
				TRADING OPERATIONS	
568				Training Centres	
	99.5	110.6	110.6	**Total No. of Staff**	108.6

PLANS AND STRATEGIES

- Area Regeneration Framework Plans (Plans produced between 2002 and 2004 and will be replaced by Local Area Plans in December 2008)
- TSETT Action Plan (2007)
- WHO European Healthy City Action Plan (draft 2007)
- Communities for Health Programme (2008/09)
- Safer City Centre Strategy (2006-2008)
- Safer Sunderland Strategy (2008-2011)
- Anti-Social Behaviour Strategy (2008/09)
- Respect Action Plan (2008/09)
- Sunderland Alcohol Strategy (2005-2008)
- Adult Treatment Plan (2007/08)
- Substance Misuse and Housing Strategy (2006-2011)
- Domestic Violence Strategy and Action Plan (2008-2011)
- Community Cohesion Strategy (2008-2013)
- Corporate Equality Scheme (2007)

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to drive and co-ordinate work across the city to ensure we have strong and confident communities, offer equality of opportunity to all and recognise and value the diverse needs and contributions of all sectors of our community. To achieve this aim, the service:
- Works with partners to promote community cohesion throughout the city
- Drives progress against the Equality Standard for Local Government
- Manages a racist incident reporting system
- Promotes community engagement and involvement with all sectors of our community.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service has become more proactive in identifying the needs of customers rather than reacting to issues. This has included setting up seven Independent Advisory Groups (IAGs) relating to the six diversity strands of age, disability, ethnicity, faith, gender and sexuality. Chairs of the IAGs sit on the Inclusive Communities Thematic Group and are regularly approached through that group for opportunities for consultation.

Development of the Agencies against Racist Crime and Harassment (ARCH) system brings the service into contact with a number of partners and also with individuals who have been the victims of racist crimes or abuse. Further development of the ARCH system will include a customer feedback mechanism that will allow for greater awareness and responsiveness to the needs of those victims. It will also enable partners to work more closely together to have a shared understanding of the needs of customers.

The service has the responsibility for the development and delivery of Equalities Schemes, including the Corporate Equality Scheme, the Disability Equality Scheme, the Race Equality Scheme and the Gender Equality Scheme. Over the coming year these schemes need to be renewed and all stakeholders need to be included in this process. The IAGs will prove to be invaluable in ensuring that we consult with as many interested and affected parties as possible and continue to comply with the overarching principles of the council's Equality Scheme, its Consultation Strategy and the Hard to Reach Framework.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
The service is developing links across the council and works closely with colleagues in different service areas. This has enabled greater joined-up working for instance in the understanding of the requirements of the Equality Standard, the delivery of the ARCH system, development of a number of community cohesion projects such as awareness raising sessions with young people in association with Children's Services and the development of a New Communities Seminar, linked to the work of the International Strategy Steering Group. The manager of the service also attends regular meetings of the Senior Management Team on both a directorate and corporate level enabling greater joined-up working.

The service took the lead on delivering a series of policy briefing sessions to all managers across the council as regards Community Engagement, Equalities and Consultation. Over the coming year the service will continue to build upon this approach to ensure that there is a corporate understanding and approach to Diversity and Equality. Training sessions and briefing sessions, along with support materials, will be developed and the service will take corporate lead on the integration of equalities and community cohesion, which are currently operating through different officer groups. The service will also work with colleagues in Corporate Policy and Performance Improvement to ensure and integrated corporate approach to consultation and community engagement in accordance with the Corporate Consultation Strategy and the Hard to Reach Framework.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Diversity and Inclusion service will take the corporate lead on identifying National Indicators that relate to Diversity and Inclusion and ensure that appropriate actions are implemented and targets achieved. The are currently some baselines regarding community cohesion that have been established through the annual Residents' Survey. Actions will be identified to improve our rating against these indicators and these actions will form the core of the Community Cohesion Strategy.

Until the implementation of the ARCH system there was no reliable mechanism for the reporting of racist incidents so it has not been possible to establish a meaningful baseline as regards the level of racist incidents across the city. In 2008 the ARCH system will enable a meaningful baseline to be established. This will help assess progress as regards a number of National Indicators, and specifically NI 1 'percentage of people who believe people from different backgrounds get on well together in their local area' (PSA 21), NI 2 'percentage of people who feel that they belong to their neighbourhood' (PSA 21) and NI 23 'perceptions that people in the area treat one another with respect and dignity' (HO DSO).

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

The ARCH system will also enable us to ensure that the service continues to act upon 100% of racist incidents reported and that the effectiveness of those actions can be monitored. In addition to this ARCH will be mainstreamed across the city and the service will work with partner agencies to underpin delivery in the future.

The Equality Standard for Local Government demands ongoing monitoring and assessment of progress against equalities actions, in order to ensure that the service can deliver the necessary evidence to reach Level 5 of the Equality Standard and beyond a suitable project management technique will be identified and employed for its delivery.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service will work with partners to develop and deliver regular, programmed feedback sessions regarding equalities work ensuring that there is a joined up understanding regarding equalities. This will entail establishing meetings of partners to discuss equalities actions, which will be integrated with work to develop community cohesion actions as a single, integrated group working on Diversity and Inclusion across the city.

The service has achieved regional recognition regarding its equalities work and regularly meets with colleagues across the region to share best practice. These regional networks will continue to be consolidated to ensure reputation of the service's equalities work in the region is maintained and strengthened.

The number and diversity of partners involved with ARCH will be increased to ensure that a single, integrated system for reporting racist incidents is in place right across the city, encouraging greater partnership working and a more seamless approach for residents who need to draw upon the services which contribute to the system.

The service has been working with colleagues across the region to establish ARCH as a single system throughout Tyne and Wear. Work will be undertaken to continue to strengthen regional position and contribution of Sunderland ARCH to ensure that there are fewer borders and barriers to residents across the region if they need to report a racist incident and draw upon the support of services.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
2a	The level of the Equality Standard	2	2	2	Yes	3	4
2b	Duty to promote race equality	58%	74%	63%	No - Progress is reliant on achieving the equality standard	63%	68%
174	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	26.18	31.84	27.14	No - Although reports increased slightly in 06/07, this was still short of the set target, suggesting that racist incidents have either remained static or that staff are not fully aware of the procedures and more work is required to ensure that this information is disseminated.	29.96	28.19
175	The percentage of racist incidents reported to the Local Authority that resulted in further action	100%	100%	100%	Yes	100%	100%

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Progress the council's compliance with the Equality Standard for Local Government and ensure the council's Equality Policy and Plan comply with the requirement of existing and emerging equality law	Collate evidence for Level 3 report. Progress requirements for Level 4 and review progress of the actions within the plan and revise content.	Complete self - assessment for Level 4. Revise action plan and progress requirements for Level 5. Review progress of the actions within the plan, revise content.	Achieve Level 5. Monitor, review and maintain standard.	Key areas and issues regarding inequalities show evidence of a year on year improvement and 'narrowing the gap' The council has clear structures embedded in its mainstream planning processes to ensure that equalities issues are successfully addressed on an ongoing basis.	CI01 CI02 SP6 SP8	All ETs	DCX
Develop and Implement a city-wide Community Cohesion Strategy and Action Plan	Collate research and information currently held across the city and incorporate into a plan following the production of a report from the Institute of Community Cohesion	Through the Sunderland Partnership Community Cohesion Strategy and Action Plan implement and continuously improve a programme of activities that promote community cohesion in Sunderland	Through the Sunderland Partnership Community Cohesion Strategy and Action Plan implement and continuously improve a programme of activities that promote community cohesion in Sunderland	Sunderland's communities are stronger and more confident, shown in measurable improvements in community cohesion, as measured by the annual MORI and other surveys, through more effective targeting of resources to promote cohesion.	CI01 CI04 SP2 SP5 SP7 SP8	5	DCX
	Develop and review the role of Independent Advisory Groups (IAGs) to ensure effective contribution to the strategic direction of the city	Review and evaluate progress, including the role of the IAGs	Review and evaluate progress, including the role of the IAGs	A more inclusive Sunderland Partnership, and improved capacity of people from the key minority and vulnerable groups to contribute			
Implement the ARCH (Agencies Against Racist Crime and Harassment) city-wide racist incident reporting system	Refine, review and continually develop the system	Secure alternative ongoing funding	Secure alternative ongoing funding	Integrated system for reporting hate crime across Sunderland Partnership. Better intelligence and development of programmes to address issues that emerge.	CI01 CI04 SP5 SP7 SP8	5	DCX

REGENERATION AND COMMUNITY COHESION

DIVERSITY AND INCLUSION

FINANCIAL

This service is funded to a significant extent by grant funding. The use of Working Neighbourhoods Grant in 2008/09 is subject to review

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	103,302	160,494	172,317	Employees	297,764
2	10,276	7,500	7,500	Premises	7,500
3	6,343	1,185	1,185	Transport	1,185
4	50,108	26,079	26,079	Supplies and Services	16,816
5	4,131	0	0	Delegated Budget c/fwd	0
	174,160	195,258	207,081		323,265
6	103,024	120,976	120,976	Less Income	193,801
	71,136	74,282	86,105	**Delegated Budget**	129,464
				Non-Delegated Items	
7	4,837	16,252	16,252	Central Support Service Recharges	27,046
8	2,826	3,824	4,771	Employees - FRS17 Pensions Adjustment	9,801
	7,663	20,076	21,023	**Non-Delegated Budget**	36,847
	78,799	94,358	107,128	**TOTAL BUDGET**	166,311
	3.0	5.3	5.3	**Total No. of Staff**	7.7

Responsible Budget Holder
Diversity and Inclusion Manager

FURTHER INFORMATION

For further information about the service please contact Sarah Buckler, Diversity and Inclusion Manager, Tel: (0191) 553 1229 or email: sarah.buckler@sunderland.gov.uk.

REGENERATION AND COMMUNITY COHESION

STRATEGIC PROGRAMMES AND EUROPEAN TEAM

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to ensure that the council gains maximum benefit from major European and UK funding sources and other European initiatives and policy developments. To achieve this aim, the service:
- Manages European funding and co-ordinates associated partnerships
- Secures and manages funding from major European and UK sources
- Analyses European policy development relating to the portfolio
- Pursues the city's interest in key policy fields relating to the portfolio within local national and European networks as appropriate.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service has supported the review of external funding procedures with a view to creating a co-ordinated and strategically focused framework to operate within the new strategic economic development function. It is intended that the service will lead the establishment of the new co-ordinated framework so it is operable from April 2008 onwards.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
As appropriate, staff have undertaken training in leadership, project management and specific skills such as monitoring. All staff have undertaken the online equalities training. Training will continue to be undertaken to ensure that staff are equipped to handle development of their funding duties and corporate responsibilities.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The service supports the case for excellent status by securing external funding and by its partnership working. This approach will continue and develop further within the context of the External Funding Review and the new funding programmes that will operate from 2008 onwards. The definition of performance indicators will be reviewed.

Funds will continue to be managed in line with the requirements of the European commission and other funding bodies.

The service applies the council's performance management procedures and will continue to strive to keep sickness absence to a minimum.

The European Team were successful in attracting an additional £1.5million ERDF grant for the Sunderland Aquatic Centre in April 2007 taking the total level of ERDF on this project to £3.6million.Other major projects for which funding was secured included the Sunderland Strategic Transport Corridor, Sunniside Redevelopment, the World Heritage Site at Wearmouth and Jarrow, the CtC Cycleway and the Area Tourism Partnership. In association with Digital Challenge, URBAN II is to provide £125,000 of ERDF grant to the Wireless Communities project.

The URBAN II programme for Hetton and Murton again achieved its annual expenditure target which greatly assisted GONE in ensuring that the region met its Objective 2 targets.

During 2007/08 the service helped to implement the TESA online system for submission of ERDF claims. The system which is administered by GONE enables faster processing of claims and payments together with more efficient performance monitoring

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service has had a leading role in forming and managing partnerships to benefit from European funding. It also participated in other partnerships to enable funds to be attracted to the city and managed successfully. This aspect of its work will continue to ensure that existing responsibilities are fulfilled and the city adapts to the new round of funding programmes.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
	Programme funding approved within European partnerships	£5,736,409	£2,323,227	£1,867,704	No, principally because of slippage in confirming approvals of URBAN II projects	£360,000	£50,00

REGENERATION AND COMMUNITY COHESION

STRATEGIC PROGRAMMES AND EUROPEAN TEAM

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
	Programme funding spent within European partnerships	£2,505,059	£3,670,611	£7,131,194	Yes	£3,362,000	£1,000,000
	External funding secured for City Council projects	£7,230,012	£5,830,000	£6,334,963	Yes	£1,968,000	£6,777,00
	External funding spent on City Council projects	£6,898,128	£12,512,119	£10,573,639	No, expenditure on major projects was less than envisaged	£12,410,013	£8,835,000

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Lead the implementation of a co-ordinated approach to bidding for, and managing, external funding across the council.	Create a co-ordinated external funding service and the framework through which it will operate.	Manage and develop the strategic framework to co-ordinate external funding responsibilities within the council. Undertake first review of the strategic framework.	Manage and develop strategic framework in line with the findings of the review.	The strategic framework will enable a co-ordinated and consistent approach to the securing managing, and monitoring of external funding to be adopted throughout the City Council in line with its financial procedures and its partnership responsibilities.	All CIOs SP1	1	SPETM
Adapt and develop the team's existing European and UK funding responsibilities in relation to programme needs and improvements in internal working	Management and monitoring of partnership funds to the value of £8 million to ensure maximum take-up. Project development to secure support from first year of City Region Investment Plan and 2007-13 ERDF and ESF programmes. Establishment of project and funding management responsibilities in respect of these programmes	Deliver remaining co-ordination responsibilities for URBAN II Continued development and management of projects within European and UK programmes. Management of programme responsibilities	Continue the development and management of projects within European and UK programmes adapted in line with review of strategic framework and programme reviews and evaluations	Satisfactory closure of the URBAN II Programme including legacy arrangements. Completion of major physical regeneration projects in Sunniside, Farringdon Row and Stadium Park. Substantial progress with SSTC. Significant improvement in economic activity rates in the city	All CIOs SP1	1 4	SPETM

STRATEGIC PROGRAMMES AND EUROPEAN TEAM

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Represent the city's interests effectively in key policy areas working with local, regional, national and European partners as appropriate	Continue to lobby for the city's interests in reviews of European and other key regeneration strategies and programmes.	Continue to lobby for the city's interests in reviews of European and other key regeneration strategies and programmes.	Lobby for city's interests in relation to post 2010/11 programmes and mid term evaluations of European programmes	Strategies and programmes governing external funding will reflect the needs of Sunderland wherever possible thereby allowing appropriate bids to be submitted on the city's behalf.	All CIOs SP1	1	SPETM

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	472,396	500,129	501,343	Employees	350,558
2	1,969	3,300	3,300	Premises	3,300
3	11,849	14,674	14,674	Transport	10,124
4	87,172	90,497	90,365	Supplies and Services	67,630
5	10,713	0	0	Delegated Budget c/fwd	0
	584,099	608,600	609,682		431,612
6	321,854	396,408	396,408	Less Income	221,497
	262,245	212,192	213,274	**Delegated Budget**	210,115
				Non-Delegated Items	
7	20,657	11,050	13,788	Employees - FRS17 Pensions Adjustment	15,213
8	30,950	50,336	50,336	Central Support Service Recharges	43,527
	51,607	61,386	64,124	**Non-Delegated Budget**	58,740
	313,852	273,578	277,398	**TOTAL BUDGET**	268,855
	15.5	16.0	16.0	**Total No. of Staff**	9.5

Responsible Budget Holder
Strategic Programmes and European Team Manager

FURTHER INFORMATION
For further information about the service please see the Strategic Programmes and European Team Service Plan 2008/09 or contact Gordon Bell, Strategic Programmes and European Team Leader on Tel: (0191) 553 1155.

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure improvements in economic prosperity in the city through encouraging enterprise and business development by supporting indigenous business growth. To achieve this aim, the service:

- Develops measures to increase the level of business activity and stimulate sustainable economic interest and business investment in the city
- Provides support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth
- Provides proactive and reactive support and assistance to secure direct strategic investment and re-investments within the city to create and safeguard local jobs
- Promotes physical and infrastructure improvements for business growth
- Works to develop a skilled and motivated workforce to support the long term goals of Sunderland as a competitive location
- Provides strategic policy and project development for business growth and investment.

The service is delivered by the Business and Investment Team, and is complementary to the Inward Investment Service of the Leader and Deputy Leader Portfolio.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Informal customer feedback is used to shape service delivery, particularly in areas around financial incentives and marketing. Additionally, business grant monitoring activities are undertaken to assess the effectiveness and impact of grant awards. Further informal feedback and formal monitoring of financial incentives schemes will be undertaken to provide effective support to business investment that delivers real job opportunities.

Private sector forums are used to shape objectives and strategic interventions, such as Software City. Business forums and working groups, such as the North East Chamber of Commerce and Sunderland Business Network, will be increasingly used to develop initiatives and activities.

There is an increased use of the service by web-based users and a larger proportion of enquiries are now met from web content from the service website (www.investinsunderland.co.uk), such as on-line property information and economic statistics. Consequently, the web interface and web based services will be further developed, for example a procurement and tender opportunities information service will be undertaken to improve and widen the customer offer.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The service regularly works collaboratively with other services in the council to deliver a customer focussed service, for example, property services, development control, legal and democratic services and city treasurers. For example, close working with property services in securing and maintaining tenants to the councils' industrial property portfolio. Other examples include working with legal and democratic services to support the TyneWear partnership. Continued cross-departmental team working will be undertaken to develop and deliver seamless services, such as the delivery of e-volve business centre, the development of the City Region Investment Plan and the promotion of the property portfolio to local business.

The service regularly undertakes communication and marketing activities such as direct advertising and attending exhibitions to promote the city council to new and existing business residents and frequently provides an interface between the businesses and the wider city council - in many cases providing a single access point to the local authority. Further communication and marketing activities will be developed to ensure the business community can access council business support services.

Following completion of INRAs for the service's business support activities and events programme, specific actions have been identified and the following actions have been implemented:

- Equalities added as a standing item to monthly Team Meeting agendas
- Equalities training has been delivered to all staff as part of the corporate programme
- Equalities monitoring is currently being introduced for business support activities, profiling applicants for support as a way of identifying whether any groups are not taking advantage of the service)
- Measures have been put in place to appraise the Contact Centre Jobs Fair in terms of equalities, ensuring that all groups can take advantage.

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Recent work by the Audit Commission has demonstrated the difficulty in developing economic development performance indicators. Nevertheless, a number of methods to measure the performance of economic development activities in the city have been introduced - these have encouraged debate on how to measure economic development and compare local performance.

Intelligent use is made of performance measures to influence and measure activities. These have been developed incrementally to be meaningful, appropriate and useful to service development. Further development of performance measures will be undertaken to reflect on service impacts to influence and direct future interventions in line with the Sustainable Sunderland Strategy.

The E.Volve business centre is attracting a diverse range of new and growing companies which offer a range of information and communication technology products and services. These companies have created almost 150 new jobs in the last 18 months and have seen the centre grow into a thriving business community and commercial centre.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The service is committed to delivering a strong local strategic partnership in the city. The Head of Service chairs the economic prosperity thematic partnership and is also on the Sunderland Partnership's joint partnership group. In addition to this, the service represents the council on various regional, national and international boards, such as TyneWear Partnership Advisory Group, and TyneWear Local Authority Sector Group (in conjunction with the strategic programmes and Europe team).

Following the comprehensive spending review 2007 and the announcement of the new working neighbourhood funds, it is anticipated that further strategic and practical involvement in developing, collating, prioritising and supporting projects by the business and investment team will be required.

The service has always worked closely with the private sector to support and enhance close working relationships, building relationships with individual local companies, business networks such as the chamber of commerce, or potential investors to the city. The service will develop further links and relationships with both private and the development sectors, to secure investment and create job opportunities.

The service actively works to promote the city as a competitive business location, in particular building on web technology and software related sectors, and participates in initiatives to strengthen the city's international linkages, such as the cohesion glass makers trade fair and the emerging software links with links with businesses in china, attendance at motor shows and industrial and commercial property events (the MIPIM event) and by hosting the international automotive conference.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
	Business Competitiveness: Develop measures to increase the level of business activity and stimulate economic interest and investment in the City:						
	- Substantive Enquires Received	837	800	783		800	800
	- Number of grant awards	152	100	191		100	100
	- Number of jobs created and/or safeguarded	986	1000	1392		1000	1000
	- Business Support Events	1	1	1		1	2
	- Software City - Agree Action Plan	-	-	-		-	Sept 08

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
	Marketing and Promotion: Promote And Raise The Profile Of The City Of Sunderland To Ensure That It Sustains and Improves Its Economic Success - Promote The City Locally and Nationally	n/a	30	66		36	30
	Strategic Partnership Engagement To build on existing partnership models which support the establishment and growth of enterprise in the City: - Contribute to Local Partnership events	6	6	8		12	12

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Further development of improved monitoring systems with a set of core indicators to provide a comprehensive set of commonly defined measures	Period of testing and validating identified core indicators	Review core indicators to ensure measuring: - Economy - Efficiency - Effectiveness	Continued Implementation and development	Agreed set of performance indicators to measure the impact of services and continually improve service provision	SP1	1	HCBI
Progress schemes (capital and revenue) to implement Software City initiative	Secure Resources and develop Action Plan with partners	Implementation: Revenue - project co-ordination and business support Capital - contribution to physical infrastructure	Implementation: Revenue - project co-ordination and business support Capital - contribution to physical infrastructure	Delivery of Software City initiative to promote a new innovative sector and drive forward the local economy	SP1	1	HCBI
Provide a range of targeted financial incentives to encourage job creation, business start-up and growth	Implement revised scheme and review annually	Annual Review	Annual Review	Delivery of appropriate financial incentives to meet the needs of Sunderland business to support changing economic structures and emerging sectors	SP1	1	HCBI

REGENERATION AND COMMUNITY COHESION

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Progress schemes to develop business premises for new firms at Washington	Secure Resources and develop Implementation Plan	Completed development		Additional business accommodation for the city	SP1	1	HCBI

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	287,812	345,613	347,221	Employees	350,566
2	219,254	217,457	217,457	Premises	250,594
3	4,102	5,580	5,580	Transport	5,580
4	127,075	45,532	45,532	Supplies and Services	72,760
5	350,683	362,178	362,178	Employment and Sectoral Initiatives	381,436
	988,926	976,360	977,968		1,060,936
6	58,276	310,000	310,000	Less Income	400,000
	930,650	666,360	667,968	**Delegated Budget**	660,936
				Non-Delegated Items	
7	12,132	11,924	9,357	Employees - FRS17 Pensions Adjustment	12,644
8	241,745	234,994	234,994	Central Support Service Recharges	225,231
9	174,132	0	0	Asset Charges	0
	428,009	246,918	244,351	**Non-Delegated Budget**	237,875
	1,358,659	913,278	912,319	**TOTAL BUDGET**	898,811
	8.5	10.0	10.0	**Total No. of Staff**	10.0

Responsible Budget Holder
Head of City Business and Investment Team

FURTHER INFORMATION
For further information about the service please see the Office of the Chief Executive Service Plan 2008/09 or contact Janet Snaith, Head of Business and Investment, Tel: (0191) 561 1166,
email janet.snaith@sunderland.gov.uk.

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to promote the social and wider regeneration of Sunderland by co-ordinating and enabling effective corporate and partnership action on key priorities.

To achieve this aim, the service:

- Facilitates effective area working through preparation of Local Area Strategies for the 6 Regeneration Areas and the city centre as local interpretations of the Sunderland Strategy and Local Area Agreement (LAA) and co-ordinates action on main priorities
- Designs, delivers and manages special funding programmes, Strategic Initiatives Budget (SIB) and Community Chest (CC) to achieve the city's regeneration priorities and ensures strategic liaison with other partnerships and successor bodies is effective
- Ensures the council uses its Well Being powers to meet its key delivery responsibilities in relation to worklessness, particularly in relation to the Northern Way Programme, Tyne and Wear City Region Employment Consortium, LAA, Neighbourhood Renewal Floor Targets and Local Public Service Agreement (LPSA2) Assessment
- Ensures the council meets its statutory and key delivery responsibilities in relation to Safer Communities, particularly in relation to Section 17 of the Crime and Disorder Act 1998, LAA, LPSA2, Best Value Performance Indicators (BVPIs) and other Safer Sunderland Partnership (SSP) priorities
- Maximises the use of external and mainstream resources, manages special funded programmes, SIB and Community Chest and commissions services to support targeted action on key priorities
- Supports the City Centre Partnership, Healthy City Partnership, Economic Prosperity Partnership, Safer Sunderland Partnership and Back on the Map Ltd in the development and delivery of their respective strategies and action plans.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Lead agents of Neighbourhood Renewal Fund (NRF) funded projects are required to complete a self-assessment, which identifies issues in relation to monitoring, service provision, clarity of forms, and guidance/support given by Area Co-ordination staff. Project Officers have provided tailored training to individual project lead agents during 2007/08.

A questionnaire has been introduced for those lead agents who have been successful in obtaining a grant from SIB and feedback from the survey will be analysed to identify opportunities to improve the grant application process where appropriate. Recipients of SIB now provide reports to the Area Committees to update them on progress made.

The Job Linkage Service was awarded the Matrix Quality Award Standard in August 2005 in recognition of its client centred service delivery approach. In 2008 the service will re-apply for Matrix accreditation.

A review of the Area Co-ordination and Special Programmes Team's web site content is underway and when Local Area Plans (LAPs) are developed it is proposed that these will be made available via the Internet. A Job Linkage website was launched in June 2007, to inform employers and those seeking employment, of the service on offer as well as making the service more accessible to users.

A review of the Local Multi Agency Problem Solving Groups (LMAPS) business processes has been carried out and resulted in the roll-out of the pilot of involving elected members. LMAPS report to the council's Area Committees providing a further opportunity for public scrutiny against objectives.

A thorough Needs Assessment continues to be conducted to assess the Pre Existing Population ((PEP), those drug users currently accessing drug treatment services), and also the needs of substance users and carers within those populations that are not currently well served by treatment services. This has also led to the commissioning of an Initial Assessment Team to provide a single point of contact for all new referrals in the drug treatment system. This service is available via a freephone telephone number and callers are able to see a key worker quickly, often on the same day.

Under the Police and Justice Act, there are 6 new hallmarks of effective partnership working (minimum standards). Work will continue to ensure that the SSP continues to meet the 6 hallmarks of effective partnership working.

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
A review of Area Co-ordination office systems including risk assessments, health and safety and general procedures has been undertaken to improve service delivery. In the development of procedures consideration has been given to job enrichment to maximise the contribution of all staff within the team. A standardised procedures manual and an Area Co-ordination Induction Pack will also be developed to ensure staff are operating in a consistent and efficient manner.

A number of managers across the Regeneration Service are participating in the Chief Executive's Strategic Change Programme as well as attending the directorate's Managers Forum in order to improve awareness of directorate wide issues and other corporate issues/requirements.

Marketing and Communications Strategies are in place to cover a wide range of internal and external communication activity that the service is responsible for including NRF/SIB/SRB projects.

Key partners deliver outreach services to clients from council premises. This is a 2-way approach, as the Job Linkage service is also delivered from partners' premises, to maximise accessibility and give the client a more 'joined-up service'.

An annual staff appraisal programme is in place and the service strives to achieve 100% of staff receiving an annual appraisal with a personal development plan and personal objectives. All staff in the service will undertake the 'Equality and Diversity' e-learning programme when it is rolled out.

The Community Safety Manager and the Drug and Alcohol Manager both successfully completed the council's Leadership Programme (Level 4). The Community Safety Manager has been accepted onto the advanced cohort of the North East Excellent Manager programme. The Employment and Training Manager is also participating in level 4 of the Sunderland Leadership Programme.

The Safer Communities function is now fully aligned following the merger of Drugs Support Team and Community Safety Team. The Domestic Violence Co-ordinator is now part of the team and the Prolific and Priority Offenders, Drug Intervention Programme and Drug Rehabilitation and Recovery functions are also now fully aligned.

The Anti-Social Behaviour (ASB) Strategy Meetings were reviewed and now encompass the Respect agenda and a Respect/ASB Strategic Group now oversee the work of three Task Groups with responsibility for: Challenging Families; Children, Young People and Families and Safer Communities and the Environment.

A Hate Crime Action Plan has been produced which includes the development of a multi-agency racist crime reporting and recording system. Work has been progressed with the Independent Advisory Groups (IAGs) on identifying safer communities' priorities which have been fed into the development of the new Safer Sunderland Strategy.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Benchmarking has been carried out with other authorities in relation to local management arrangements including a Neighbourhood Management Pathfinder Programme visit to Horden and a visit from Gateshead Council regarding it's approach to neighbourhood management. Best practice points arising are currently being reviewed and will be incorporated into the services local management arrangements.

Project Appraisal processes are in place for NRF programmes. It is envisaged that for all future appropriate projects a version of Prince II project methodology will be applied.

Performance information (including financial performance) is monitored on a monthly basis, with performance reports prepared for discussion with the Head of Service. All funding streams have appropriate performance management systems in place and quarterly/bi-annually reports are produced for the respective funding bodies.

All relevant risks for the Regeneration Service have been identified and have been incorporated into a Risk Management Plan, which in turn feeds into the directorate and the council's overall Risk Management Plan. Risks are reviewed and updated on a monthly basis. The service is also represented on the Directorates Risk Management Group.

Project Lead agents are responsible for identifying project risks as an integral part of the project appraisal process and a Risk Log is developed and maintained in line with the project methodology prescribed by Prince II for any projects that the service leads on.

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

The Employment and Training service has performance monitoring and budgetary control procedures in line with finance and audit requirements. Regular team meetings are held to review performance against targets and sub regional (e.g. T&W Together - a partnership of the 5 Tyne and Wear local authority economic development functions responsible for addressing worklessness and enterprise), and regional working groups are established (e.g. the Tyne and Wear City Region Employment Consortium and One North East's work on the establishment of a Regional Employability Framework), to review and monitor relevant targets.

At the end of September 2007, the Job Linkage service had supported 432 residents into employment and is confident of achieving its target of 1150 for 2007/08. The number of ITEC Apprenticeships has been successful in encouraging 20% of the trainees into full time education as opposed to only 10% in 2006/07. It is anticipated that 190 young people will have participated in vocational training provided by the Riverside facility during 2007/08 which is an increase of 10 on the previous year.

There have been significant reductions in all major crime categories in 2006/07 and these reductions have continued in 2007/08 with all crime related BVPI's forecasted to improve. The SSP exceeded the target of 73% for engaging with service users in drug treatment for a minimum of 12 weeks by achieving an average of 78% and met the national targets for treatment waiting times of two weeks by achieving an average of 3.5 days. The Safer Sunderland Strategy is being delivered and work is underway to develop a new 15 year Strategy for April 2008 which will be supported by a robust performance management framework.

The SSP's Multi-agency Information Sharing System, (called the Vault), was set up in 2007 and provides a secure web-based area for partnership analysts to access routinely updated core safer communities data sets. This is used both to inform performance management and also to inform intelligence led decision making and strategic priority setting.

Costs for the Safer Communities team are in the lower quartile when compared against Metropolitan Authorities and Nearest Neighbours for 2007/08 and are ranked 2nd and 1st respectively. Additional funding provided in 2007/08 by the Safer Sunderland Partnership has enabled a Safer Homes Initiative to be run during the year, providing advice, support and additional home security for victims of house burglary, domestic violence and hate crime. This initiative has helped reduce house burglary rates by 36% for the period April to December 2007 from 1160 crimes for that period in 2006 to 745 crimes in 2007.

As a result of the city's progress in relation to the National Employment Panel (NEP), a team member has been seconded to a regional project, leading to additional income for the service as well as increased community benefits from contract procurement, such as application of local labour clauses.

A bid for grant of £180,000 to HM Treasury was successful which will allow for the creation of a Domestic Violence perpetrator hostel to be established in 2008 by Wearside Women in Need group.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
A Healthy City Communications Strategy has been developed and is aimed at improving the sharing of information with partner organisations, raising awareness of the public about the Healthy City initiative and improving the awareness of agencies involved in delivering the scheme as to what is going on.

In terms of supporting the city's image, the SSP marketing group has delivered its marketing and communications plan in line with this and will also employ an external marketing expert to run a strategic fear of crime campaign (January - March 2008). This campaign will support the city's image strategy and aims to improve feelings of safety. A bid for funding under the Strategic Investment Plan has been made and the potential availability of Area Based Grant is being investigated in order to support marketing and communications work and the bi-annual safer communities survey to inform evidence-led decision making and to identify areas of the city with below average feelings of safety in order to close the perception gap.

Safer Sunderland Partnership TV (SSPTV) continues to impact on improving peoples feelings of safety and there have been significant improvements in awareness of the SSP and its key initiatives promoted on the screens. SSPTV was commended as part of the National Good Communication Awards 2006 in the 'Government to Citizen Communication' category, recognising the network as an innovative way to deliver positive messages to residents. The success of the system has led to the development of an additional 10 screen network for the Sunderland Partnership (SPTV).Opportunities to increase the levels of employment and training through strengthened representation on key working groups within the city (e.g. ARC partnership, Sunniside partnerships) will be investigated in 2008/09.

A marketing and communications campaign is in place in relation to area committees in order to maximise the publicity the council receives for funding of projects as well as publicising the projects themselves to maximise take up. A highly successful Awards Ceremony for the SRB projects was held in 2007 to re-enforce the benefit that residents in the west of the city received from the programme.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Develop and support implementation of a Section 17 Corporate Strategy, framework and improvement plan for council.	**R.1** Work with Head of Performance Improvement to ensure key actions in the delivery of the Safer Sunderland Strategy are identified in the Corporate Improvement Plan.	Completed - S17 Improvement plan now incorporated into CIP	Develop proposed improvement actions annually	Greater compliance with S17
	R.2 Work with the Head of Performance Improvement to ensure EMT receives quarterly crime outcome updates (on BCS comparator crime for the City, together with single basket of community safety, environmental crime, antisocial behaviour and substance misuse BVPIs) to review progress in meeting the S17 requirement.	Completed	BCS and BVPIs are replaced with reference to new Safer Communities national indicator set.	Early warning of those areas that are under performing enabling actions take place to address this.
	R.5 Designate an officer in the Safer Communities Team to have internal S17 corporate co-ordination responsibilities.	Completed - Safer Communities Officer (SCO) in place as at May 2007	SCO to roll out awareness training across the council	S17 awareness embedded into council policies and all staff aware of its importance and implications.
	R.10 Safer Communities Manager invited to sit on Corporate Risk Management Group and undertake scrutiny of risk management templates with Corporate Risk Manager.	Completed	Safer Communities Manager to continue as member of Corporate RM Group and identify and monitor any appropriate actions identified to be carried out. Risk	Improved corporate approach to ensure compliance with Sections 17 responsibilities. Risks identified and addressed.

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Develop and support the business processes of the Safer Sunderland Partnership (SSP), and the development, delivery and performance management of the Safer Sunderland Strategy.	**R.6** Make the 6 monthly Strategic Intelligence Assessment (SIA) available to EMT.	Processes in place. Next strategic assessment in April 2007 to be partnership based and sent to EMT	Use evidence from the annual SSP SIA to inform and develop the Safer city block of the LAA. Appropriate intelligence from Police 6 monthly SIA also reported to EMT.	Council better placed to make informed strategic decisions.
Develop and co-ordinate delivery of the ASB Strategy and action plan to tackle anti-social behaviour across the City and co-ordination within the council.	**R.11** Commission the development and implementation of a cross-council and multi-agency case management system for ASB cases.	Officers from the Council's ASB Team have been trained in the use of 101, non emergency phone number case management system. The ASB Team are to pilot this system for use in ASB cases. Data concerning ASB recorded on the system is passed into the SSP data "vault", from which statistical information on ASB can be extrapolated.	Delayed due to staff turnover, actions carried forward. ASB Manager now appointed. The 101 system is being explored with assistance from ICT unit. ICT are assessing the requirements of Neighbourhood Relations Team to ensure system selected will enable info sharing for partners.	Case Management system effectively monitoring ASB cases to allow informed decisions to be made and effective information sharing between partners.
	R.23 Revise the protocol for Inter Agency Arrangements Relating to ASBOs in Sunderland to strengthen the use of other remedies and to take full account of the seminal Court of Appeal ruling in the case of R-v-Bowness and Bebbington.	The multi-agency protocol for obtaining ASBOs in the Sunderland City Council area has been reviewed in the light of "Bowness and Bebbington". Procedures have also been amended to account for instances which could arise if the council needed to take action through an ASBO against a child or young person being looked after by the Authority following the case of R (on the application of M) v Sheffield Magistrates Court v Sheffield City Council	Protocol to be reviewed annually by ASB group (ASB Manager to lead)	Ensure policies and procedures informed by key legislative policy changes.

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Develop and co-ordinate delivery of the domestic violence strategy and BVPI 225.	**R.14** Manage the strategic role of the Domestic Violence (DV) Coordinator	Completed - co-ordinator seconded to Safer Communities Team August 2006.	DV Coordinator sits on the Safer Sunderland Partnership's Business Support Group and is co-located in the Safer Communities Team	Continue improved strategic coordination of DV across City.
	R.31 Support the Probation Service and the Domestic Violence Forum in seeking funding for a program for those who perpetrated domestic violence but have not been convicted.	Invest To Save Bid successful and Wearside Women in Need (WWIN) in the process of buying perpetrator hostel (accommodating 8 men at any one time). Hostel Manager now appointed	More staff including workers to support victims and children. Outreach workers also to be employed for those men not living in hostel	Less repeat victimisation and repeat offending
Support the data and information needs of the SSP and lead on the development and strategic implementation of a multi-agency information sharing system for the Safer Sunderland Partnership.	**R.12** Analyst in Safer Communities Team to work with Planners to make crime data available to Planning Development Control.	Data available if and when required. Awaiting development of formal processes.	Proposal for nominated planning officer to be trained and discussion to take place re giving access to vault.	More informed planning decisions relating to impact of crime made.
	R.13 Assess the capacity of the Safer Communities Team to respond to internal demands for crime and disorder data.	Complete and sufficient at this time.	Appointment of performance manager to develop protocol / system	Clear protocol for management of crime and disorder data
Develop and support delivery of the Safer City Centre Strategy (including night-time economy) with the City Centre LMAPS.	**R.43** Look to develop a scheme, similar to that operating in Cardiff in which Police Officers and A & E staff record details of alcohol related assaults on a joint database.	New A and E alcohol worker being piloted. Database to be developed.	SSP is developing an engaging and motivating service for people who misuse substances. Alcohol Action Team is picking up actions from this. Data is received from A &E regarding alcohol admissions. Alcohol is a key priority for the SSP	Clear picture of alcohol related incidents in the City resulting in better focused services and resources being channelled into appropriate services.
Co-ordination of wrap around support services for Prolific and Other Priority Offenders (PPO) including employment, training, housing etc.	**R15.** Rapid appraisal to ensure City Council has the internal mechanisms required to coordinate the wrap around services that are needed to rehabilitate and resettle PPOs, for example, employment	Scoping study/review complete re housing and employment/training.	Employment/Education training review complete. Actions from review being taken forward. Housing and Substance misuse strategy and housing and substance misuse group in place.	Reduction in offending / re-offending.

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
AC1	Full take up of NRF	n/a	n/a	£6.96m To be verified	Yes	100%	n/a
AC2	Full Take up of SIB/Community Chest	n/a	n/a	n/a	n/a	100%	100%
AC3	Full take up of SSCF Neighbourhood Element	n/a	n/a	n/a	n/a	100%	100%
ET1 OP1	Number of jobs accessed Job Seekers Allowance (JSA) ** Inactive Benefit Recipients (IBR)	1580	1000 (500 JSA 500 IBR)	1,398	Yes	1150 (550 JSA 600 IBR)	1100 (450 JSA 650 IBR) Target reduced due to focus on hard to help clients.
ET2 OP2	Employment Rate	69.7%	70.5%	69.1%	No - a wide range of factors impact upon the employment rate across the city.	71%	69.5%
ET3 OP4	Young persons successfully completing a programme of work based learning	302	191	175	No. Due to delays in approving staffing proposals	200	210
ET4	Economic Activity	New	New	74.1%		New	76.1%
ET5	Reduction in number of Key Benefit Claimants	New	New	15,695		New	13,594
ET6	Decrease in the number of working age families dependent on key benefits (Child Poverty)	New	New	6,810		New	5,925
ET7	Increase in skills level 1	New	New	78.1%		New	80%
ET8	Increase in skills level 2	New	New	58.3%		New	60.3%
ET9	Increase in skills level 3	New	New	34.5%		New	36.2%
ET10	Increase in skills level 4	New	New	19.3%		New	20.6%
PSA1	Reduce crime in Sunderland by 20% (BCS comparators)from 2003/04 to 2007/08	18,343	18,358	17,953	Yes	17,683	TBC*
LPSA2	Reduction in the cumulative total number of domestic burglary offences over 3 years from 5504 to 5284 between 2005/06 to 2007/08. (11.52% reduction over 3 years and stretch of 220)	1,363	1,760	1,467	Yes	1690	TBC*

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
LPSA2	Increase residents feelings of safety Sunderland by 5% points	69.10%	To increase*	63%	No. Perception targets fluctuate and are affected by a wide range of factors beyond the control of the SSP. An action plan is in place to improve feelings of safety.	74%	TBC*
LPSA2	Reduce the number of residents who believe young people hanging around is a serious problem from 52% to 47% between 2004/05 and 2007/08	45.4%	To reduce*	55%	No. As above	47%	TBC*
LPSA2	Reduce the number of residents who felt people drinking or being drunk in the street or public place was a serious problem in their area from 36% to 31% between 2004/05 and 2007/08	35.6%	To reduce*	42%	No. As above	31%	TBC*
LAA	Reduce the number of residents who felt that people using or dealing drugs is a serious problem in their area, from 43.2% between 2004/05 and 2007/08	43.2%	To reduce*	35%	Yes	To reduce	TBC*
LAA	Increase year on year % of drug users sustaining or successfully completing treatment	77%	73%	74%	Yes	78%	TBC*
LAA	Increase the number of problem drug users in treatment by 100% between 1998 and 2008	786	1,277	1,038	No, however there has been a 65% increase in nos. in treatment in the last 2 years. Current trajectory shows that the SSP will come within 5% of the target for 07/08	1343	TBC*
126a	Domestic burglaries per 1000 households in the local authority area	10.9	14.2	11.82	Yes	13.62	TBC*
127a	Violent Crime per 1000 population in the local authority area	21.3	19.2	21.08	No. Small rise is linked to lower level incidents, increases in public order offences and a decrease in section 47 assaults. A multi-agency action plan is now in place and there has been a -17% Apr-Aug 07.	18.14	TBC*

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
127b	Robberies per 1,000 population in the local authority area	0.9	1.0	0.75	Yes	0.68	TBC*
128a	The number of vehicle crimes per 1000 population in the local authority area	13	12.1	10.44	Yes	11.84	TBC*
225	Progress against 11 Domestic Violence prevention criteria (%)	n/a	81.8	81.8	Yes	81.8%	100%

* Target will not be agreed until the Safer Sunderland Strategy has developed these, post March 2008

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Assist in the development and implementation of area arrangements and Local Area Plans (LAP)	Undertake community consultation to establish priorities and work with partners to develop Local Area Plans Develop a Performance Management Framework and Management Information System (MIS) to monitor / review progress of the Local Area Strategies.	Review Local Area Plans in line with LAA review deadlines. Ongoing performance management.	Review Area Strategies in line with LAA review deadlines. Ongoing performance management.	Effective action on LAP priorities will improve local quality of life by narrowing the gap between more deprived neighbourhoods \ communities \ individuals and the rest of the city \ UK.	All SPs All CIOs	All ETs	ACM
Maximise impact of funding streams in relation to the delivery of Sunderland Strategy, LPSA2 and LAA Objectives	Implement findings of External Funding Review and develop a framework for prioritisation / management of special funded programmes Ensure full take up of SIB, CC and Safer and Stronger Communities Fund-North East (SSCF-NE) funding. Complete evaluation/ forward strategy for WNF Develop and implement an WNF outcome verification process Analyse impact of Tackling Social Exclusion Through Transport (TSETT) pilots and develop a business case to sustain elements that provide greatest VFM and benefits	Implement the framework for prioritisation/ management of special funded programmes Ensure full take up of SIB, CC and SSCF-NE funding. Implement outcome of Forward Strategy / Evaluation for NRF / WNF Implement revised TSETT service	Implement the framework for prioritisation/ management of special funded programmes Ensure full take up of SIB, CC and SSCF-NE funding. Continue implementation of Forward Strategy	Quality of life will be improved across the city by attracting more funds to the city which will be targeted better at key regeneration priorities. Assurance will be obtained that special funds have been used efficiently and appropriately. Social exclusion will be reduced, quality of life for vulnerable people will be improved and there will be a greater use of public transport from target excluded groups.	All SPs All CIOs SP1 SP4 SP6 SP7 SP8	All ETs All ETs	ACM

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Develop corporate actions to improve the health of the population	Apply for Phase V of the World Health Organisation European Healthy City Network programme	Implement the agreed objectives of Phase V	Implement the agreed objectives of Phase V	Overall health will be improved as the work of the Health Thematic Partnership is aligned with Phase V innovative and developmental objectives that are currently under consideration.	SP4	2	ACM
	Identify opportunities in the Communities for Health programme	Work with partners to roll out agreed programme in communities of need	Work with partners to roll out agreed programme in communities of need				
Develop a strategic framework for the delivery of Employment and Training Services	Identify impact of Regional Employability Framework proposals, and Multi Area Agreement employment targets and develop an Employment Strategy accordingly	Secure Disadvantaged Area Funding (DAF) and other external funding to ensure strategy delivery	Review Employment Strategy	Better understanding of need will be developed. This will improve investment decisions and secure greater return on investment on city-wide worklessness interventions, to complement mainstream (Jobcentre plus) activity	SP1 SP8 All CIOs	5	ETM
	Implement approved approach to Job Linkage forward strategy and worklessness reduction programmes	Complete an annual client survey and carry out project evaluations	Refine service delivery based upon findings of surveys and evaluations	Better benchmarking and identification of best practice, to assess relative impact of local activities.			
	Contribute to and strengthen the LSP's Economic Prosperity Thematic Group in Relation to target setting target setting, delivery planning, and co-ordination, to achieve LAA targets.	Review Economic Prosperity approach to worklessness reduction	Monitor implementation of improvement plan	Ability to measure the council's effectiveness in using its procurement and development powers to secure training and employment benefits for priority residents.			

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Tackle worklessness in conjunction with the LSP's Economic Prosperity Thematic Group	Roll out Northern Way Worklessness Pilot models including intensive one-to-one client-centred engagement; caseloading and progression tracking of clients; demand-led training reflecting employers' needs; partnership delivery in recognition of respective partners' strengths. Investigate potential of continuation of JC+ secondments from JC+ into the Job Linkage partnership network. Ensure Hanlon Skills Register is extended across the whole of the city and roll out Equal Soft Skills toolkit Modify Job Linkage Service delivery to incorporate requirements of older workers (including women over 60) and to ensure balanced support to JAS client base.	Consolidate Northern Way Worklessness Pilot models. Continue to direct funding resources (e.g. DAF, Working Neighbourhoods funding, ESF Co-Finance) in accordance with local need, as identified by the LSP's Economic Prosperity Group	Evaluate impact of worklessness activity, to inform future resource allocation.	Reduction in number of key benefit claimants by 13.7%, from a baseline of 15,695 (at August 06) to 13,594 by May 2009 Increase in Employment Rate, from 69.1% (at September 06) to 69.5% by May 2009 Increase percentage of economically active residents, from 74.1% (at September 06) to 76.1% by June 2009 Pro rata target for Black and Minority Ethnic (BME) residents, relevant to population figures Decrease in the no. of working age families dependent on key benefits by 13%, from 6,810 (at February 07) to 5,925 by May 2009 Better understanding of the elements of worklessness provision and the respective impacts they secure for different user groups	SP1 SP8 All CIOs	1 5	ETM
Improve take up and quality of vocational learning provision	Implement corporate work based learning projects and raise awareness amongst directorates of potential grant funding assistance.	Expand apprenticeships and entry to employment provision both in terms of learner numbers and new vocational areas.	Continue to develop provision and maximise impact of training centres in line with Government's learning and skills agenda	Increased number of 14-19 year olds participating in vocational learning by 25% by 2010/11 The training needs of the young people and employers will be better met.	SP1 SP8	1 3 5	ETM

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Improve the council's work based learning provision including extensive use of Train to Gain resources. Submit a Bid for a Train To Gain contract to the Learning and Skills Council (LSC). Evaluate funding opportunities, tender for LSC contracts and implement the training for local employers.	Introduce new, innovative training provision - including young apprenticeship, higher apprenticeships and involvement in the new specialist diplomas.		Training Centre will obtain Gold-mark status and improve their OfSTED scores. Improved progression through apprenticeship provision to Further Education and Higher Education from 10% to 20% by 2011 Train to Gain enables training to be offered to both the Public and Private sector employers			
The Safer Sunderland Partnership (SSP) is currently developing a new 15 year Safer Sunderland Strategy to be published on 1st April 2008. Actions for 2008/09 - 2010/11 may need refreshing in light of this planning process.	Monitor delivery of the new 15 year Safer Sunderland Strategy and its annual action plans	Annually review performance and delivery of key action plans and targets	Annually review performance and delivery of key action plans and targets	Residents are, and feel, safe and secure A safe environment	CIO4 SP5	4 2 3 5	SCM
	Implement a new Performance Management Framework to support the strategy	Review the SSP's performance management framework in light of the annual LAA	Review the SSP's performance management framework in light of the annual LAA	Residents being free from harm (including substance misuse) Residents being free from crime and disorder			
	Determine the cost savings made from the Safer Homes Initiative	Action complete	Action complete				
	Improve the effectiveness of offender rehabilitation	Produce a performance framework for improvement action	Monitor implementation				
	Improve early detection and take appropriate action to reduce incidences of domestic violence	Launch a new domestic violence action plan for Sunderland	Monitor implementation				

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Improve feelings of safety in Sunderland	Secure funding to enhance community feedback mechanisms, continue marketing and communications work. Continue the bi-annual safer communities survey	Secure funding to enhance community feedback mechanisms, continue marketing and communications work. Continue the bi-annual safer communities survey	Secure funding to enhance community feedback mechanisms, continue marketing and communications work. Continue the bi-annual safer communities survey	Residents being and feeling safe and secure Evidence-led decision making and identification of areas of the city with below average feelings of safety in order to close the perception gap between crime and feelings about crime.	CIO1 CIO4 SP5	3 5	SCM
Ensure the SSP meets the hallmarks of effective partnership working as set out in the Crime and Disorder Reduction Partnerships (CDRP) reform Programme (under the Police and Justice Act 2006).	Deliver the SSP Improvement Plan to ensure compliance with the 6 hallmarks of effective partnership working and ensure the right business processes are in place Lead on the production of an annual partnership strategic assessment to inform a review of priorities Implement recommendations from LMAPS Review Implement a process for responding to Community Call For Action once the statutory duty comes into effect.	Review compliance against the minimum standards for partnership working Refresh the partnership strategic assessment Confirm community call in, feedback and scrutiny arrangements for the SSP	Review compliance against the minimum standards for partnership working	The SSP will exceed to minimum requirement for effective partnership working by having effective governance and delivery structures in place which will in turn contribute towards the wider outcome of residents being and feeling safe and secure in Sunderland	CIO1 CIO4 SP5	3	SCM

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

FINANCIAL

SAFER COMMUNITIES

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	325,368	294,626	295,404	Employees	436,321
2	5,858	4,610	4,610	Transport	3,572
3	261,869	397,493	397,234	Supplies and Services	208,405
4	41,309	0	0	Delegated Budget c/fwd	0
	634,404	696,729	697,248		648,298
				Less Income	
5	402,111	418,370	418,370	Home Office Grant	403,370
6	144,349	146,336	146,336	Recharge to SIB	145,440
7	34,449	99,804	99,804	Other contributions	63,825
8	23,000	0	0	Delegated Budget b/fwd	0
	603,909	664,510	664,510		612,635
	30,495	32,219	32,738	**Delegated Budget**	35,663
				Non-Delegated Items	
9	11,581	6,925	8,642	Employees - FRS17 pensions adjustment	17,242
10	57,240	85,711	85,711	Central and Departmental Support Services	97,327
11	28,682	28,682	28,682	Asset Charges	26,263
	97,503	121,318	123,035	**Non-Delegated Budget**	140,832
	127,998	153,537	155,773	**TOTAL BUDGET**	176,495
	6.2	6.6	6.6	**Total No. of Staff**	11.0

Responsible Budget Holders
Head of Strategic Economic Development
Safer Communities Manager

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

STRATEGIC INITIATIVES BUDGET

The SIB provides for the six area committee budgets, part funding of the management and support of regeneration programmes which is also dependant upon external income, funding of the community chest grant scheme and funding for a small number of city wide projects.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	275,126	314,956	359,256	Area Co-ordination and Special Programmes	311,842
2	0	0	50,000	SRB Exit Fees	0
3	144,349	146,336	146,336	Safer Communities	145,440
4	29,967	30,569	30,569	Strategic Programmes and Europe	32,175
5	117,198	129,650	138,650	Directorate Support Services	131,645
6	1,234,924	1,426,000	1,426,000	Area Committee Budgets	1,426,000
7	196,114	250,000	250,000	Community Chest Grants	250,000
				City Wide Projects	
8	25,221	0	0	Community Safety Development (Section 17)	0
9	27,300	0	0	Automated Number Plate Recognition	0
10	32,400	32,400	32,400	Sunderland CVS	32,400
11	55,590	50,000	50,000	Youth Review	50,000
12	17,445	18,519	21,100	Domestic Violence Co-ordinator	18,928
13	73,500	73,500	73,500	Local Employment Initiatives	73,500
14	40,400	40,400	40,400	Projects Supporting Housing Renewal	40,400
15	70,000	70,000	70,000	Projects Supporting Engineering Services	70,000
16	0	0	45,100	Development Programmes for Regeneration	0
	2,339,534	2,582,330	2,733,311	**Total SIB Expenditure**	2,582,330
				Previous Years Commitments:	
17	0	0	1,338,000	Area Committees	0
18	0	0	279,283	Community Chest Grants	0
19	1,768,264	0	0	Delegated Budget c/fwd	0
	4,107,798	2,582,330	4,350,594		2,582,330
20	1,525,468	0	1,768,264	Delegated Budget b/fwd	0
	2,582,330	2,582,330	2,582,330	**Delegated Budget**	2,582,330
				Non-Delegated Items	
21	429,367	0	0	Less transfer to other services	0
	2,152,963	2,582,330	2,582,330	**TOTAL BUDGET**	2,582,330

Responsible Budget Holders
Head of Strategic Economic Development
Area Co-ordination and Special Programmes Manager

REGENERATION AND COMMUNITY COHESION

REGENERATION SERVICE

AREA CO-ORDINATION AND SPECIAL PROGRAMMES
The use of external grant funding is subject to review for 2008/09.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	615,867	768,257	771,774	Employees	765,788
2	6,549	5,211	5,211	Transport	5,041
3	146,843	45,344	45,122	Supplies and Services	38,222
4	140,141	0	0	Delegated Budget c/fwd	0
	909,400	818,812	822,107		809,051
				Less Income	
5	281,165	326,044	281,744	SRB/NRF/WNF Grant	355,470
6	275,126	314,956	359,256	Recharge to SIB	311,842
7	61,451	0	0	Other Contributions	0
8	99,000	0	0	Delegated Budget b/fwd	0
	716,742	641,000	641,000		667,312
	192,658	177,812	181,107	**Delegated Budget**	141,739
				Non-Delegated Items	
9	51,297	35,746	40,682	Employees - FRS17 pensions adjustment	34,798
10	129,326	142,359	142,359	Central Support Service Recharges	150,512
11	47,244	97,130	97,130	Departmental Administration	72,087
12	360,000	0	0	Sunderland ARC	0
	587,867	275,235	280,171		257,397
13	360,000	0	0	Less Income	0
	227,867	275,235	280,171	**Non-Delegated Budget**	257,397
	420,525	453,047	461,278	**TOTAL BUDGET**	399,136
	17.0	21.0	21.0	**Total No. of Staff**	19.0

Responsible Budget Holders
Head of Strategic Economic Development
Area Co-ordination and Special Programmes Manager

REGENERATION SERVICE

EMPLOYMENT AND TRAINING

This section provides for the cost of various Joblinkage programmes. Fluctuations between the years are dependant upon the level of external income received. The use of Working Neighbourhoods Fund in 2008/09 is subject to review. Provision is also included for managing Back on the Map as well as the costs incurred by Back on the Map Ltd, all expenditure of which is funded from New Deal for Communities grant.

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
				Delegated Items	
1	830,581	814,449	814,476	Employees	844,354
2	189,274	165,712	166,377	Premises	215,279
3	7,228	8,485	8,485	Transport	17,748
4	2,387,133	2,112,165	2,112,165	Supplies and Services	2,244,755
5	287,861	288,325	288,325	Third Party Payments	288,541
6	117,982	119,220	127,382	Contribution to Training Centres	124,632
7	11,863	0	0	Delegated Budget c/fwd	0
	3,831,922	3,508,356	3,517,210		3,735,309
				Less Income	
8	401,889	276,355	276,355	SRB Grant	0
9	964,381	1,174,898	1,174,898	NRF/ WNF Grant	500,000
10	1,839,946	1,703,196	1,703,196	New Deal Grant	1,749,892
11	142,242	88,001	88,001	ESF / ERDF Grant	0
12	297,061	186,063	186,063	DWP / DAF Grant	1,300,000
13	37,074	0	0	Single Programme	127,837
14	50,000	0	0	Delegated Budget b/fwd	0
	3,732,593	3,428,513	3,428,513		3,677,729
	99,329	79,843	88,697	**Delegated Budget**	57,580
				Non-Delegated Items	
15	33,433	19,913	28,769	Employees - FRS17 pensions adjustment	32,356
16	268,642	174,680	174,680	Central and Departmental Support Services	208,290
17	4,465	4,465	4,465	Asset Charges	4,465
	306,540	199,058	207,914	**Non-Delegated Budget**	245,111
	405,869	278,901	296,611	**TOTAL BUDGET**	302,691
	21.0	23.4	23.4	**Total No. of Staff**	23.4

Responsible Budget Holders
Head of Strategic Economic Development
Employment and Programme Delivery Manager
Back on the Map Partnership Secretary

FURTHER INFORMATION

For further information about the service please see the Regeneration Service Plan 2008/09 or contact Vince Taylor, Head of Strategic Economic Development, email: vince.taylor@sunderland.gov.uk.

TRADING SERVICE ARRANGEMENTS
The following pages set out the detail of the trading services budgets operated by Regeneration and Community Cohesion.

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering; details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:
▪ Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
▪ Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:
▪ The details of the service budget
▪ The net surplus or deficit on the trading activity or net cost of service, as appropriate
▪ Where appropriate either:
   ▪ a contribution to the Main Service budget as a result of generating a surplus or
   ▪ a contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

TRAINING CENTRES

Funding is received from the Learning and Skills Council to deliver a range of programmes at the ITEC and Riverside Training Centres. The level of contracts secured and income earned determines in year expenditure patterns.

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	671,988	823,264	827,695	Employees	842,547
2	155,326	164,867	163,420	Premises	163,569
3	10,578	12,746	12,746	Transport	12,746
4	350,357	270,199	270,199	Supplies and Services	271,858
5	4,569	5,000	5,000	Agency and Contracted Payments	5,125
6	371,096	0	0	Delegated Budget c/fwd	0
	1,563,914	1,276,076	1,279,060		1,295,845
				Less Income	
7	1,333,141	1,276,880	1,276,880	Income	1,307,437
8	196,000	0	0	Delegated Budget b/fwd	0
	1,529,141	1,276,880	1,276,880		1,307,437
	34,773	(804)	2,180	**Delegated Budget**	(11,592)
				Non-Delegated Items	
9	19,577	20,908	26,086	Employees - FRS17 pensions adjustment	35,360
10	50,672	81,504	81,504	Central and Departmental Support Services	83,032
11	12,960	12,960	12,960	Asset Charges	12,960
12	0	4,652	4,652	Repairs and Renewals	4,872
	83,209	120,024	125,202	**Non-Delegated Budget**	136,224
	117,982	119,220	127,382	**Deficit of Trading Activity**	124,632
	(117,982)	(119,220)	(127,382)	**Contribution from Main Service Budget**	(124,632)
	28.3	28.3	28.3	**Total No. of Staff**	28.0

Responsible Budget Holders
Head of Strategic Economic Development
Employment and Programme Delivery Manager
Training Centres - General Manager

CULTURE AND LEISURE

ROLES AND RESPONSIBILITIES

The Culture and Leisure Portfolio delivers a range of services that impact on the quality of life of those that visit, work and live in the City. The main roles and responsibilities associated with the Portfolio are:

- Delivery of the vision outlined in ActiveCity Sunderland, which is to ensure that everyone in Sunderland has access to quality sport and physical activity opportunities to improve their health and well-being
- Improving sports, leisure and play facilities and buildings
- Providing opportunities to participate in sport and leisure activities, including physical activity courses, play and urban games facilities and Wellness Centres
- Managing existing and developing new sports pitches and associated facilities
- The provision of Parks, Open Spaces and Allotments that are well maintained, safe, readily accessible, meet local community needs and where appropriate, provide a valued and diversified range of quality horticultural, ecological and recreational services
- Leading the strategic coordination of community development and supporting the operational development and delivery of neighbourhood based services, increasing lifelong learning and capacity-building opportunities aimed at combating social exclusion
- Promoting the development of arts within a broad social, cultural and economic context and support activity that reflects a wide range of different cultural interests and arts practice
- Providing a responsive and customer focussed public library and information service
- Improving access to and raising awareness of heritage provision across Sunderland
- Managing and promoting a programme of special high quality events within the City of Sunderland
- Providing high quality museum provision
- Developing and promoting Sunderland as a visitor destination, marketing the services of the Community and Cultural Services directorate and effectively managing the city's resorts
- Ensuring first class performing arts and entertainment for the citizens of Sunderland in partnership with Live Nation and the Sunderland Empire Trust.

PORTFOLIO CONTEXT

Statutory Context

The strategic direction of the Portfolio is influenced by statutory legislation and regulation, in particular:

Game Plan, a document published by the Department for Culture, Media and Sport (DCMS) in 2002 which details the Government's vision and strategy for sport from both a mass participation and a performance perspective up until 2020 with a requirement that 70% of the population should take part in some form of physical activity by 2020.

A Sporting Future for All, a document published by DCMS in 2000 sets out the Government's vision for sport including sport in education and has established a target of 2 Hours Quality Physical Education for school children per week for 75% by 2006 and 85% by 2008.

The Clean Neighbourhood and Environment Act 2005 introduces new powers and imposing increased responsibilities and will have a far reaching effect on the environmental agenda. It impacts on almost every aspect of environmental practice including abandoned and nuisance vehicles, fixed penalty notices, litter, fly-tipping, noise, dog fouling, graffiti and fly-posting, shopping trolleys etc.

As part of the Local Development Framework, local authorities are required to develop a **Green Space Strategy** to help guide decisions on how and where we protect, enhance and maintain existing green spaces and how and where to provide new ones. We need to ensure that the strategies are based on a community vision that takes into account the public value attached to green spaces.

The Charity Act 2006 is significantly reforming the field of charity law and will impact heavily on law and practice in the not-for-profit sector. Essentially, it will set charities free from some of the previous bureaucracy, enabling them to adapt to new needs in society and new and effective ways of working.

Making Assets Work: The Quirk Review of Community Management and Ownership of Public Assets 2007 focused on how to optimise the community benefit of publicly owned assets by considering options for greater transfer of asset ownership and management to community groups, this will potentially impact on the council's land and building portfolio.

The **Public Library Service Standards 2001** and **Public Library Impact Measures 2005** (by DCMS) are undergoing a review. These measures provide a coherent approach to performance management for public libraries.

CULTURE AND LEISURE

The **Local Government White Paper 2006 'Stronger Prosperous Communities'** and **Local Government and Public Involvement in Health Act 2007** seeks to introduce a range of devolutionary and deregulatory measures that include giving local people more influence over the services and decisions that affect their communities; provides for effective and accountable strategic leadership; operates in a performance framework - for local authorities working alone or in partnership - which supports citizen empowerment and secures better outcomes for all; and leads local partnerships to provide better services for citizens. Given the customer facing nature of services in the portfolio these objectives will impact on the way in which they deliver their services (including with partners) in the future.

A **New Performance Framework for Local Government and Local Authority Partnerships 2007** introduces the new 198 national indicators that are set to replace existing Best Value Performance Indicators and Performance Assessment Framework Indicators. The national indicator set has been developed as part of the Comprehensive Spending Review 2007 so that they reflect the Government's national priorities. A number of Portfolio services will have responsibilities in respect of some of these targets.

Local Socio-Economic Change
Sunderland continues to undergo a marked economic and social transition. The Portfolio's contribution to ambitious plans to further regenerate the economy, infrastructure and quality of life for people in Sunderland is therefore being influenced by a number of factors.

Increasingly Government funding is being allocated on a needs basis determined from objective data and the requirement to demonstrate that real and measurable improvement has been achieved via that funding. As this trend continues and funding is increasingly targeted at local areas and issues, appropriate methods need to be developed to enable the Portfolio to continue to attract increased funding.

North East Regional Plan for Sport 2004-2008 developed by the North East Regional Sports Board in association with Sport England sets out to reverse the drop in participation in sport and physical activity by ensuring that the North-East has a co-ordinated approach to funding and promoting sport and physical activity.

Building Schools for the Future (BSF) and the Academy School programme introduces new guidance for the protection of school playing fields and land for academies. This relates to obtaining consent from the Secretary of State for Children, Schools and Families for the disposal or change of use of school playing fields. Whilst the protection of school playing fields is strengthened, the Government has also introduced programmes (BSF) aimed at renewing school sites, upgrading facilities and encouraging schools to extend their role in the community. The dual use of facilities outside of school hours is encouraged, including schools' sports facilities.

The Community Spirit Survey Summer 2007 consultation in respect of **Green Spaces** indicated that local communities have strong aspirations for the future development of parks in Sunderland. Resources to realise these aspirations are currently limited so we will need to explore new ways to deliver improvements.

Culture10 promises to deliver a decade of world-class culture in the North East. It is seeking to promote a programme of cultural development which embraces opportunity, innovation and enterprise. By 2010, £140 million is expected to have been raised and invested in exhibitions, attractions, festivals and commissions. Sunderland is currently working with Culture10 on the delivery of a number of events and festivals.

The **Cultural Strategy 2003** showcased how people wanted culture to develop in the city and the destination they wanted the city to reach. **Culturefirst** was established in 2004 and was born out of the Cultural Strategy. The initiative involves a broad range of partners including the city council, Sunderland ARC, Sunderland University, Sunderland Association Football Club (SAFC), Sunderland City College, Sunniside Partnership, National Glass Centre and Tyne and Wear Museums in setting out what key partners are going to deliver to take the city to that destination. It contains a wide range of core projects and key concepts and is a catalyst for other publications targeted specifically at three categories of audiences: investors and developers; funding partners and residents, tourists and visitors.

DCMS has announced that the twin Anglo-Saxon monastery, Wearmouth-Jarrow, will be the UK's Nomination for **UNESCO World Heritage Site status in 2010**. If successful, this would be awarded in 2011. This will afford Sunderland with major opportunities in respect of its Image Strategy, International Strategy, increased tourism and supporting the aims of the Regional Tourism Strategy and Area Tourism Management Plan (ATMaP), physical regeneration, and increased educational opportunities for the local community.

Winning: A Tourism Strategy for 2012 and Beyond 2007 launched by DCMS will help to maximise the potential benefits offered to UK tourism by the London 2012 Olympic Games and Paralympic Games and leave a significant legacy for the years beyond that.

Other Key Issues
A number of key issues are impacting upon the Portfolio's strategic direction.

The completion and opening of the new 50m pool at Stadium Park in 2008 will create 35 jobs and will complete the delivery of a £22.9 million regeneration project in one of the most deprived areas in the City. Work to develop new swimming pools in the Coalfield Area and Silksworth will continue.

Emerging housing developments across the city is placing pressure on current play resources and continued review is required to ensure that play is considered at an early part of planning process. Review is also required of the **Play Policy** to ensure that commuted sums are also collected, to guarantee the ongoing maintenance of such resources.

The implementation of the new **Affordable Pricing Policy** for sport and leisure in April 2008 will need to be monitored and reviewed.

The Respect Agenda is building on the current drive to tackle anti-social behaviour and reclaim communities for the law-abiding majority. A number of the Portfolio service's (Sport and Leisure, Facilities Management, Museums and Parks, Open Spaces and Grounds Maintenance) are contributing to the Local Respect Action Plan being developed aimed at strengthening communities, tackling poor behaviour and delivering initiatives that provide constructive activities for young people, improve school attendance and support effective parenting.

The **Community Development Plan** (partnership and corporate) is due to be completed in early 2008. Once completed he implementation and delivery of its key principles will be considered.

DCMS published a discussion document in November 2007 **Principles of Representation: A framework for effective third sector representation in Local Strategic Partnerships.** The document seeks to influence how Local Strategic Partnerships and the voluntary and community sector should engage with each other. Whilst not mandatory it sets out a series of principles that could be used as a framework. The framework aims to support the strengthening of partnership working between local government, its partners and citizens, a key component of the White Paper 2006 Stronger Prosperous Communities.

The **Comprehensive Spending Review 2007** will require efficiency savings of 3% per annum for the duration of the review (9% over three years). This will create budgetary pressures on Portfolio services as they strive to contain costs whilst delivering services more efficiently.

The **council's Improvement Programme** requires services to work with a range of strategic partners to deliver services that meet the needs of local communities and puts the customer at the centre of service delivery.

Tyne and Wear Museums is leader of the North East Regional Museums Hub, under the Museums, Libraries and Archives (MLA) council's **Renaissance initiative**. This is enabling regional museums across the country to raise their standards and deliver real results in support of education, community development and economic regeneration.

ANALYSIS OF PAST PERFORMANCE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Community Development Providing strong evidence of the local authority's ambition for the city through the implementation of the Community Development Plan (CDP) - Implementation of projects arising from the Community Development Strategy priorities	Yes - CDP Policy Principles to Review Committee / Cabinet July 2007 and Sunderland Partnership Board November 2007. Corporate Working Group and action plan established		CIO1 CIO4 SP2 SP8	3 5

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Achieve a Local Public Service Agreement (LPSA) 2 stretch target in relation to voluntary activity by increasing the percentage of residents taking part in formal voluntary activity - Development and roll-out of a branding and communication strategy to encourage a greater number of residents to engage in voluntary activity	Yes - Branding and communication strategy in place across the city council directorates, the Sunderland Partnership and the city.	Achieve LPSA stretch target of 11% by March 2008 to be measured by Mori Annual Residents Survey 2007		
Sport and Leisure Facilities Promoting an equitable, transparent approach to investment and facility development through a review of facility provision in line with the Leisure Facilities Research - Identify funding for proposed actions	Yes - Research is a 10 year phased improvement schedule. Project actions have been completed within the agreed timescales.	Projects completed include: Sunderland Aquatic Centre (£22.9million), Millennium Centre refurbishment Washington (£547,000), Wellness handbooks (£50,000)	CI01 CI03 CI04 SP1 SP2 SP4	1 2 5
Project managing the operational aspects of the new 50m swimming pool and Wellness Centre development - Opening of 50m Pool and operational issues completed and implemented	Yes - Project work and programming work has been completed	Sunderland Aquatic Centre and Wellness facility opening in April 2008		
Improving the quality of Play and Urban Games facilities in the city Play Partnership to be established	Yes - Inaugural meeting of the Play Partnership held, submission of Big Lottery Play portfolio and adoption by Cabinet of revised Play Strategy	Development of new priority play projects - since 2004, £1.6million has been invested into play facilities across the city. This represents 20 either new or refurbished play or urban games facilities		
Identifying and securing funding to support the vision and aims outlined in the Active City which seeks to improve and develop leisure facilities and sport and physical activity opportunities in Sunderland - Continue to seek funding options from key strategies	Yes - Active City vision and aims continue to be delivered through the work of the Leisure Facilities Research and the recently adopted Sport and Physical Activity Strategy.	Progress to date includes: Sunderland Aquatic Centre Wellness Centre developments Wheeled sports parks at Fulwell and Houghton Play area refurbishments and new facilities Positive Futures programme		
Developing our relationships with Sunderland Teaching Primary Care Trust and other key partners to deliver a seamless Wellness Service Partnership agreements established and action plans developed	Yes - Partnership agreements established	Work completed includes: Review of strategic planning for Wellness Development of Community Wellness Programme Client referral pathways identified for overweight and obese children and young people Emerging Family Learning Developments		

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
Library Service Ensuring that the Library Service responds to the requirements of the council's Improvement Programme - Establishment of further Customer Service Centres (CSC) in Libraries	Yes - new Customer Service Centres established	CSC development includes: Bunny Hill CSC open Shiney Row CSC open Ryhope commenced and due to open Spring 2008 Planning underway for Washington Town Centre CSC	CI01 CI02 CI03 CI04 SP1	5
Improving service delivery and efficiency through the extension of the Library Management System (LMS) - Development of the LMS to include implementation of additional modules	Yes - all public libraries live on the system	Improved access to the library service both at static service points and through new online services		
Cultural Regeneration Raising the profile and enhancing the image of the city by maximising investment in Events and by supporting alternative, innovative ways of providing and encouraging inward investment into the city by undertaking continuous development work: - Secure Tyne and Wear Partnership (TWP) funding to develop Herrington Country Park (HCP) as a major outdoor regional music venue and develop the country park	Yes - Funding bid re-submitted to TWP in November 2008	Subject to the bid being successful, work will commence in 2008 on the appropriate development of the park	CI01 CI04 SP1 SP2 SP8	3 5
Work in partnership with a promoter to present 1-2 music events at HCP	Yes - meetings with major promoters progressing	Delivery of 1-2 music events in 2008		
- Work in partnership with Culture 10 to add venue to the current and planned events programme	Yes - £150,000 funding secured from Culture 10 to support events programme	Shine Winter Festival delivered with Christmas Experience 2007		
Undertaking the development and delivery of an Arts Strategic Delivery Plan - Strategic delivery consultation undertaken and draft circulated for approval dependent on availability of key staff	Yes - Focus groups and consultation workshops taking place with key stakeholders across the public, private and voluntary sector	Development of an Arts and Development Strategy for Sunderland that will shape the way forward for Arts and Creative Development in Sunderland over the next five years	CI01 CI04 SP1 SP2 SP8	3 5

CULTURE AND LEISURE

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/ SP	Emerging Theme
- Continue the development of sub-regional working	Yes - contributed to a study on engaging Black Minority Ethnic (BME) communities in cultural activities	Identification and development of strategic priorities across the sub-region		
- Cultural Masterplan development and programme delivery - continue development of the % for creativity delivery plan -secure external funding	No - Cultural Masterplan produced but delivery on hold awaiting funding decision from Sunderland ARC			
Developing a Sunderland Tourism Strategy in the context of the Regional Tourism Strategy and Tyne and Wear Tourism Partnership - New Tourism Strategy launched and implementation underway	Yes - Area Tourism Management Plan and Business Plan for Tourism Tyne and Wear complete, work proceeding to deliver a Sunderland Tourism Management Plan in 2007/08	Sunderland positioned as an attractive visitor destination Contribution to the city's economy demonstrated through increased visitor numbers and spend		
Promoting community cohesion through a culturally diverse programme of exhibitions, learning and outreach work - Diversity Officer appointed by Tyne and Wear Museums (TWM) will take a strategic overview of provision	Yes - TWM's Diversity Officer in post, Diversity working group formalised. Diversity training scheme for staff piloted and being rolled out.	Increase in the number of visits to museums of customers from BME, refugee and asylum seeker backgrounds		
- Continue Engaging Refugees and Asylum Seekers (ERAS) programme and secure further funding	Yes - ERAS project funded until 31 March 2008.	Project work able to continue to engage with refugees, asylum seekers with the inclusion of migrant workers.		
- Build on links with faith communities	Yes - work undertaken with Bangladeshi (Muslim) women's group who were involved in a creative writing project, Museum of My Life.	Increase in the number of visits to museums of customers from BME, refugee and asylum seeker backgrounds		

What we said we'd do last year?	Did we do it? (If not, why not?)	Outcomes	CIO/SP	Emerging Theme
- Deliver Sunderland to Saigon project (film and exhibition)	Yes - Film and exhibition completed	First exhibition at the refurbished Monkwearmouth Railway Museum, contributed to a significant increase in visitor numbers at the reopened museum (see below) Programmes have included: - Family Fun during the school holidays - Railway Rascals - weekly group for children under 5 and their carers, - Surestart group meeting weekly, - BME, refugees and migrant workers women's group meeting weekly - University of the Third Age groups for art, music, poetry and architecture meeting monthly Museum on schedule to hit target of 45,000 visits per annum and 2050 school visits		
- Develop community programmes with under 5s and their carers; young women; University of the Third Age	Yes - Learning programmes began at refurbished Monkwearmouth Station Museum in summer 2007			
Completing the restoration and refurbishment of Monkwearmouth Station Museum and re-engaging with and develop audiences - Re-open and re-launch Monkwearmouth Station Museum	Yes - Monkwearmouth Station Museum fully re-opened to the public in August 2007	Success of the refurbishment resulted in over 11,000 visits to the site following the first two weeks of reopening compared to less than 2,500 visits for the same equivalent period when the museum was last open		

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

As part of the process to develop the Community Sport Network (CSN) whose principal aim is to increase participation in physical activity by 1% each year (10,538 by 2012) an inaugural meeting took place of the ActiveSunderland Board (ASB) in October 2007. An application was submitted to Sport England in respect of £345,000 funding to provide increased opportunities for participation in physical activity and to increase volunteering. To support development of the ASB updates were completed in respect of the CSN website to improve access for residents to sport and physical activity opportunities. Community and Cultural Services (CCS) together with ASB will further develop the CSN with an aim of increasing the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week and the percentage of population volunteering in sport and active recreation for at least one hour per week.

Community Development is working towards the LPSA2 stretch target for the percentage of residents undertaking a minimum of 2 hours formal voluntary activity per week. The Mori Annual Residents Survey 2006 undertook consultation in relation to this with 7% of residents stating that they volunteer for 2 or more hours per week, an increase of 1% over 2005. The Mori Annual Residents Survey 2007 will provide the final outturn against the stretch target of 11% to be achieved by March 2008. A marketing and communication campaign was developed to raise awareness of volunteering. The service is seeking to engage other employers across the Sunderland Partnership to develop an Employee Volunteering Scheme to expand volunteering opportunities for their staff. It is also intended to develop a corporate approach to engaging volunteers in projects and programmes.

A stage 1 £2,843,583 Heritage Lottery Bid to undertake improvements at Barnes Park has been submitted. If stage 1 is successful then stage 2 of the bid will be developed in 2008/09. Successful outcome of the bid will allow the delivery of improvements (total cost £3,813,183) that will preserve the existing heritage in Barnes Park and increase access to and the usage of Barnes Park for current and future generations. Consultation with residents and users was undertaken to inform development of the stage 1 bid.

Following changes to the Arts and Creative Development staffing structure, significant emphasis has been placed on the need to provide and promote a suitable organisational structure to deliver an all-embracing arts programme. Following appointment of an Assistant Head of Culture and Tourism (Arts and Creative Development) and the confirmation of permanent contracts for Arts Development Officer and Arts Education/Outreach Officer and the appointment of a Public Art Consultant for a further two years the Arts Team is now in a more stable and productive situation. Development of a new Arts Strategy for Sunderland will provide a clear direction for the Arts Team over the next 3 - 5 years.

The migration of the Library Management System (LMS) has provided a range of new online library services accessible 24/7 from any location including access to the Library Catalogue and online renewals and reservations. The service will seek to raise awareness of the range of services provided online.

Development of the Legible City Project that will create Sunderland specific way finding solutions to improve the user's experience of the city, places and spaces is ongoing. Work will continue to complete the framework in 2008/09 so that implementation can commence.

Customer focused improvements are being made to the 'Visit Sunderland' website. A regional e-platform for tourism is being rolled out across the region. This will provide data management, intelligence and monitoring systems, customer relationship management (CRM) systems and ultimately e-commence operability. Marketing will monitor the impact that these customer focused improvements make to the 'Visit Sunderland' website.

A Box Office refurbishment was completed at the Empire Theatre in July 2007 to allow for improvements for visitors to the theatre that incorporated disability access.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Impact Needs Requirement Assessments (INRAs) have been undertaken in respect of a number of the Portfolio service's policies and procedures. Key actions identified include a requirement for ongoing provision of staff equality training and for leaflets and forms to be offered in alternative formats. Within Sport and Leisure there is a requirement for improvements linked to signage and the inclusion of the six strands of equality in consultation that is undertaken by the service. Arts and Creative Development will use consultation to inform development of their services. Key actions for all services will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

Redeployment and upskilling of staff to meet service developments is required for new facilities. The staff structures for Sunderland Aquatic Centre and the new Crowtree Leisure Centre operation have been agreed. The process for recruitment of existing employees into vacancies at Sunderland Aquatic Centre and Crowtree Leisure Centre and all other vacancies across Sport and Leisure have been confirmed through consultation with the relevant Trade Unions.

Parks, Open Spaces and Grounds Maintenance will undertake a review of current resources with a view to move towards area based management arrangements for development of parks and allotments.

The role of Library and Information staff is being reviewed and developed through the shared delivery of Customer Services; this will continue to be reviewed in line with CSC developments. Heritage remains a key focus with an increasing workload. Structural arrangements are currently being reviewed for 2008/09.

The Marketing Service has developed clear, relevant communications materials for services across the CCS directorate in line with the corporate image. The Sunderland Visitor Guide is produced annually and 'Switched On' is delivered to all households in Sunderland three times per year currently. Work is continuing with partners that include Sunderland Museum and Winter Gardens, Washington Wildfowl and Wetlands Trust, University of Sunderland and Sunderland ARC to identify further funding for publications.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

Implementation of the Community Development Plan (CDP) provides strong evidence of Sunderland City Council's ambition for the city and supports existing Sunderland Strategy Priorities (SP2-Extending cultural opportunities and SP8-Creating inclusive communities) as well as Emerging Themes (ET5- Attractive and Inclusive city and ET3 - Safe city).

Sport and Leisure has demonstrated a proactive approach towards changing satisfaction levels and residents perceptions. The Young People's Play and Urban Games Strategy (revised in 2007) has produced a more equal spread of challenging and safe play opportunities across the city. Investment of £1.6 million in play areas and new wheeled sports parks across the city since 2004 has seen satisfaction with children's playgrounds improved from 32% in 2005 to 43% in 2006. This investment will be sustained with the £750,000 application to the Big Lottery fund in 2007.

The investment strategy for sport and leisure projects across the City continues to be implemented, including the completion of the building of the 50m pool at Stadium Park, the phase 2 feasibility study for Stadium Park and the building of the two 25 metre pools at Silksworth and Hetton. Further details can be found within the Capital Programme section of this document.

As part of Sunderland City Council's commitment to the regeneration and cultural development of Sunderland it is undertaking a Landmark Art Feature Project in partnership with Sunderland ARC and Arts Council England North East.

The Tourism Service is managing the council's accountable body role for the Area Tourism Partnership and has successfully secured funding for the three years from 2008/09 to further the work of the partnership. The service is playing a key role in the implementation and review of the Area Tourism Partnership's Management Plan and Business Plan. Annual STEAM research for Sunderland identified that the economic impact of tourism in Sunderland in 2006 was valued at almost £360 million, representing an increase of 3.5%.

Following investment of £1,007,000, Monkwearmouth Station Museum attracted 21,852 visitors in its first two months after re-opening in August 2007 and is on target to achieve its projected visitors for the first year following refurbishment. School visits are also expected to exceed their target.

The Library service has developed a marketing campaign and range of activities to secure improvements in the lower performing indicators, including concentrating on active borrowers and visitor numbers. Libraries are a keen partner in the Service Transformation Programme, and the council seeks to widen access to facilities along with partner services.

Investment in the Library Management System has enabled extension to all service points and further enhanced services introduced via the corporate web site, including 24/7 access to the Library Catalogue and online renewals and reservations. This enhancement has supported improvements in achieving performance targets. At the end of 2006/07 eight out of the ten elements of the public library standards were being met. This was an improvement of two additional standards from 2005/06 and was as a result of additional funding being made available to support stock improvement. The library service is currently working towards the continued achievement of the additional two standards for 2007/08.

Sunderland's expenditure on Cultural Services is comparatively high, however resident satisfaction levels remain at a high level. This continues to reflect Sunderland's ongoing commitment to improving cultural opportunities for its citizens in order to address the new emerging strategic themes of Healthy City, Learning City and Attractive and Inclusive City.

The 2008/09 budget has been set taking account of efficiency savings totalling £285,000, further details of which are set out within the relevant service planning sections of this Portfolio.

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CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

Community Wellness Programme locations were identified for Easyline Circuits. This is resistance equipment that incorporates exercise stations alongside activities such as cycling, skipping and step. Effectively the more effort customers put into using the equipment, the harder the resistance, increasing its effect on their body. It has been installed in 5 community venues. Staff and volunteers from each community group have received training to deliver activity sessions on the equipment, and to increase the opportunities available for the local community to be physically active. The Wellness Services also appointed a Community Wellness Coach to deliver the Community Wellness Programme. 21 volunteers across the 5 community venues have received Easyline training and are delivering sessions within the programme. Discussions are in progress with Fulwell Day Care Centre and Ryhope CA to develop sites as the 6th and 7th Community Wellness venues.

Community Development is working in partnership with Sunderland Volunteer Centre to raise awareness of volunteering in the city. The service will also seek engaging other parties in the city to support volunteering work in the city.

Arts and Creative Development are working closely with the Sunniside Partnership to present a more co-ordinated approach to the development of public artworks across Sunderland and specifically the Sunniside area of the city. The regeneration of the Vaux site and Farringdon Row will release significant sums of money from the 'percentage for creativity delivery plan' that could be utilised by Arts and Creative Development to revitalise the areas through creative partnership working.

Work is ongoing with the Wearmouth-Jarrow Partnership towards the nomination of Wearmouth-Jarrow as a World Heritage Site in 2011, and to implement the Management Plan and Action Plan to maximise the benefits of World Heritage Site status for Sunderland (education, tourism, regeneration).

A number of services in the portfolio were nominated for awards. The work of Community Development has been recognised nationally with short listing for Best Performer Category for Civic, Cultural and Community Venues at the Association for Public Service Excellence (APSE) 2006 Performance Networks Seminar and the public and voluntary partnership working award at the Annual APSE Service Awards in September 2007. Mowbray Park won the Briggs and Stratton Best Park Award in the north-east in 2007.

Discussions are underway with the Royal National Lifeboat Institute (RNLI) regarding the future delivery of Lifeguard Services at Roker and Seaburn. Once investigations are completed a decision will be made as to whether a partnership will established with the RNLI for future delivery of lifeguard services.

A Community Health Project at Bunny Hill has been delivered with funding from the Primary Care Trust and Museums, Libraries and Archives (MLA) North East. Services and activities have supported substance misuse clients and enabled closer working with a range of health providers.

Sport and Leisure is ISO9001 accredited as is Parks, Open Spaces and Grounds Maintenance, which also has Green Flag Awards for Roker Park, Mowbray Park and Herrington Country Park. Libraries and Arts has Charter Mark accreditation, all accreditations demonstrate excellence in service delivery. Culture and Tourism division is Matrix accredited, which demonstrates it provides excellent customer care in the provision of information, advice and guidance.

KEY ACTIONS FOR PORTFOLIO IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Sport and Leisure Establish and embed a Community Sport Network (CSN) with key partners to drive forward the key priorities for sport and physical activity across the city	Complete CSN Action Plan and establish Active Sunderland Board	Review Progress through Action Plan	Review CSN Action Plan priorities for 2011-2014	Build capacity in the voluntary sector Established ActiveSunderland Board Increase participation in physical activity (3 x 30mins) from current level of 20.03%	SP8 CIO4	5	AHCS (S&L)

CULTURE AND LEISURE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Develop proposals for the delivery of two 25m swimming pools at Hetton and Silksworth	Confirm funding of facilities Design and construction phase	Operational opening	Projects complete	Increase in participation in swimming (baseline still to be agreed)	SP1 SP2 CIO1	1 5	AHCS (S&L) S&LPM
Develop and deliver a 'core offer' which connects communities with sport and physical activity opportunities. The core offer is made up of the following - Wellness - Swimming - Play - Sport	Identify gaps in core offer through GIS mapping	Seek funding to develop core offer from external funding agents	Review funding for delivery of core offer	Increase in participation in Wellness activities, swimming, play and sport year on year. To broaden sport and physical activity opportunities to non participants	SP1 SP2 SP4 CIO1 CIO3 CIO4	1 2 5	AHCS (S&L)
Regenerating our Parks							
Barnes Park Regeneration	Subject to satisfactory outcome of Stage 1 application, submit Stage 2 funding bid to Heritage Lottery Fund (HLF)	Dependent upon success of HLF bid undertake improvements to the park	Dependent upon success of HLF bid undertake improvements to the park	Preservation of existing heritage in Barnes Park Increasing access to and usage of Barnes Park for current and future generations	SP7 CIO1 CIO4	5	AHES (LES)
Develop area based Parks Development Arrangements	Implement new establishment structure for officers subject to available resources	Review and improve - identify funding priorities	Seek to secure funding to deliver priorities	Development of parks infrastructure Increased access to and usage of parks Increase in customer satisfaction via annual residents survey	SP7 All CIOs	5	AHES (LES)

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Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Community Development Implement a Community Development Plan in light of emerging legislation: - White Paper - Strong and Prosperous Communities - Local Government and Public Involvement in Health Act - Key policy documents such as Community Development Challenge, the Community Empowerment Action Plan and the Review of the Future Role of the Third Sector in Social and Economic Regeneration	Lead the Implementation of the Sunderland Partnership and Corporate Community Development Plans. Performance Management framework implemented. Establish baselines	Ongoing delivery and performance management of CDPs Implementing and monitoring programme of work arising from CDP	Ongoing delivery and performance management of CDPs	Community Development supporting the delivery of the Sunderland Strategy and CDP priorities which seek to improve the quality of life for residents in Sunderland by 'working together for a better future' The CDP will support this by increasing community capacity to engage with the Sunderland Strategy Priorities Promotion of active citizenship Support given to communities in identifying and meeting their needs Closed the inequalities gap	SP2 SP8 CIO1 CIO4	4 5	HCS AHCS (CD) CDT
Library Service We will provide a responsive and customer focused public library and information system by: - Promoting reading and active participation in reading activities through targeted campaigns and promotion of library membership	Increase active membership through marketing and promotion via: - Active Borrowers Campaign - Bag for Life Campaign - Outreach work within community - Encouraging participation with schools	Monitor active membership and undertake ongoing promotion of reading and library activities	Monitor active membership and undertake ongoing promotion of reading and library activities	Improved take-up of services and participation in reading and library activities Improving literacy levels and enhanced wellbeing of individuals at no extra cost	SP2 SP6 CIO1	4 5	AHCT (LHE)

CULTURE AND LEISURE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Cultural Regeneration We will drive the cultural regeneration of the city by: Delivering an Arts Strategic Delivery Plan	Project complete - Delivery Plan implemented	Delivery Plan reviewed and implemented (Delivery Plan will include detailed actions for Years 1 and 2 but will be updated annually to provide greater detail)	Delivery Plan reviewed and implemented	Strategic delivery of arts services across all providers in Sunderland to provide clear direction for all arts services across the city	SP2 SP8 CIO1 CIO4	5	AHCT (A&CD)
Commissioning major art features that will contribute to regeneration of the city	Installation of Landmark Art Feature at Galley's Gill Festival Park Installation of artwork for Stadium Park, Empire Theatre Fly Tower and Coast to Coast bicycle route	Artworks incorporated into city's Public Art Audit and maintenance plan	Artworks incorporated into city's Public Art Audit and maintenance plan	Landmark Art Feature that contributes to the regeneration of the city Proposals for art features developed and installed, promoted and maintained	SP1 SP2	5	AHCT (A&CD)
Maximise investment in events by supporting alternative, innovative ways of providing and encouraging inward investment into the city	Undertake continuous development work Plan at least two significant music events at Herrington Country Park Work with Culture 10 to plan and prioritise added value at events and in partnership with Tyne and Wear Museums Service, National Glass Centre and Sunderland University	Programme 2/3 outdoor music events at Herrington Country Park Work with Culture 10 to continue developing an innovative programme to add value to existing events	Developing Live Music Initiatives Developing and enhancing existing event programme And identifying new Festivals and Events	Events Strategy Report completed TyneWear Partnership funding secured for Herrington Country Park Planned programme of works to be carried out by March 2008 Enhanced programme of events supported by Culture 10 delivered will increase participation, promote equality and inclusivity and enhance the well-being of citizens	SP1 SP2 CIO1 CIO4	5	CLEC HCT CLEC

CULTURE AND LEISURE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Promoting community cohesion through a culturally diverse programme of exhibitions, learning and outreach work	Programme an exhibition about cultural identity in the North East. Programme to include major exhibition of South Asian contemporary art	Major exhibition of South Asian contemporary art to be staged at Sunderland Museum and Winter Gardens	Programming of Open Space and World Art case to reflect community involvement and strategic planning for cultural diversity	Increased number of visits from people from BME, Refugee and Asylum Seeker backgrounds

Opportunities for diverse users to explore, express and define their identities | SP2 SP8 | 4 5 | SC |
	Programme to include exhibition linked to China with major outreach programme	Major British Museum exhibition on China to be shown at Sunderland Museum and Winter Gardens		Development of increased understanding of other cultures and of diversity issues in and amongst people of all backgrounds in Sunderland			
	Provide improved range of loans boxes for schools and community groups on faith and lifecycle issues	Range of loans boxes to be reviewed and extended	Range of loans boxes to be reviewed and extended				
Completing the refurbishment of Monkwearmouth Station Museum and re-engaging/ developing audiences	Review and develop audience development strategy	Project complete	Evaluate performance and impact and plan further developments in response to findings.	Historic building restored. Museum reopened. 45,000 visits p.a. 2050 school visits	SP1 SP2 SP6 SP8	4 5	SC
Improve the visitor experience in line with the Sunderland Tourism Strategy Management Plan, and in context of the Regional Tourism Strategy and Tyne and Wear Area Tourism Management Plan	Begin Implementation of the Sunderland Tourism Management Plan's Action Plan	Evaluate and review if necessary actions - Implement the Sunderland Tourism Management Plan	Ongoing Implementation of the Sunderland Tourism Management Plan	Sunderland positioned as an attractive visitor destination

Contribute to city's economy through increased visitor numbers and spend | SP2

CIO4 | 5 | AHCT (TMR)/ TDM |

CULTURE AND LEISURE

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Equality and Diversity We will promote equality and diversity	Continue to embed the principles of Level 3 of the Equality Standard for Local Government across the Culture and Leisure Portfolio and support the council to achieve Level 4	Continue to embed the principles of Level 4 across the Portfolio and support the council to achieve Level 5	Continue to embed the principles of Level 5 across the Portfolio	Improved equality in council services and employment Increased satisfaction amongst the community and scrutiny bodies within council services	SP8 CIO1 CIO2 CIO3	5	DCCS

CULTURE AND LEISURE

FINANCIAL

REVENUE ESTIMATES 2008/09
SUMMARY

Page No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Sport and Leisure	
592	10,947,661	6,085,014	6,257,463	Leisure Centres	6,454,774
593	968,546	841,403	855,204	Sports Development	876,941
594	496,347	418,863	433,483	Young Peoples Play and Urban Games	446,009
595	121,432	133,750	135,276	Project Development	136,612
601	838,111	799,007	889,971	**Community Development**	933,341
605	6,558,766	6,077,801	6,186,022	**Parks, Open Spaces and Grounds Maintenance**	6,494,978
				Libraries, Heritage and Events	
612	5,727,674	5,747,905	5,842,041	Libraries	5,938,040
613	94,867	72,026	126,917	Heritage (Including Fulwell Mill)	142,297
613	438,852	251,262	257,831	Events	440,548
				Tourism, Marketing and Resorts	
618	999,968	1,003,553	1,018,214	Tourism and Resorts	1,070,962
619	186,103	188,186	210,750	Marketing	217,175
623	1,462,793	1,404,871	1,441,664	**Museums**	1,439,567
626	995,064	829,878	832,973	**Theatre**	796,973
630	987,307	863,182	923,181	**Arts and Creative Development**	927,707
631	271,957	274,426	275,533	**Grants to Community Projects and Miscellaneous Contributions**	273,376
	31,095,448	24,991,127	25,686,523	**TOTAL BUDGET**	26,589,300
632				**TRADING OPERATIONS** Including Leisure Management and Allotments	
	422.0	419.0	434.5	**Total No. of Staff**	408.0

PLANS AND STRATEGIES
- ActiveCity Sunderland
- Sport and Physical Activity Strategy
- Leisure Facilities Research
- Play and Urban Games Strategy
- PE and Schools Sports Strategy
- Playing Pitch Plan
- Wellness Guide
- Parks Management Strategy
- Allotments Management Strategy
- Sunderland Partnership Community Development Plan
- Sunderland Partnerships Compact
- Corporate Community Development Plan
- Culturefirst
- Cultural Strategy
- Arts and Creative Development Strategy
- Annual Library Plan
- Local Heritage Strategy
- Wearmouth-Jarrow candidate World Heritage Site Management Plan
- Tyne and Wear Museums Corporate Plan
- North East Museums Hub Implementation Plan
- Tourism Management Plan.

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SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is deliver the vision outlined in ActiveCity Sunderland, which is to ensure that everyone in Sunderland has access to quality sport and physical activity opportunities to improve their health and well-being. The vision will be delivered through two key aims:

- Improving sports, leisure and play facilities and buildings
- Providing opportunities for participation.

These will be supported by the following priority strategies:

- Delivery of the City's 'Leisure Facilities Research'
- Establishing a range of opportunities to improve participation through the 'Sports and Physical Activity Strategy'
- Developing opportunities and facilities for play through the 'Young People's Play and Urban Games Strategy'
- Delivering sport and physical activity for all young people by implementing a 'PE and School Sport Strategy'.

To achieve these aims, the service:

- Provides opportunities to improve the health and well-being of people engaged in physical activity
- Undertakes the management of 9 leisure facilities
- Develops new leisure and sports facilities
- Coordinate the ActiveSunderland Board and the Community Sport Network
- Provides the policy direction and an advisory service in relation to the city's leisure complexes, including Raich Carter Sports Centre
- Promotes a joined up approach to 'Wellness' in conjunction with key partners
- Works in partnership with schools, clubs, national governing bodies for sport and other organisations involved in the promotion of sport/sporting opportunities
- Manages existing and develops new sports pitches and associated facilities
- Co-ordinates the city's Play Partnership and manages the provision of equipped/unequipped playgrounds and urban games facilities, in accordance with the priorities expressed within the Young People's Play and Urban Games Strategy
- Seeks external funding to assist with ongoing delivery of the City's sport and leisure priorities
- Delivers sport and physical activity for young people, to generate an improvement in their health and physical literacy
- Project manages capital developments and revenue initiatives/programmes from concept to delivery.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

As part of the process to develop the Community Sport Network (CSN), whose principal aim is to increase participation in physical activity by 1% each year (10,538 by 2012) in the city, an inaugural meeting took place of the ActiveSunderland Board (ASB) in October 2007. An application was submitted to Sport England in respect of £345,000 funding to provide increased opportunities for participation in physical activity and to increase volunteering. To support development of the ASB updates were completed in respect of the CSN website to improve access for residents to sport and physical activity opportunities. Community and Cultural Services (CCS) together with ASB will further develop the CSN with an aim of increasing the percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week and the percentage of population volunteering in sport and active recreation for at least one hour per week.

To address the issue of affordable access to sport and leisure, a review was undertaken of the pricing policy and the leisure card 'Active 8'. The purpose of an Affordable Access Policy is to support increasing participation in physical activity, and reduce perceived barriers to access attributed to cost. The new pricing framework was facilitated by the introduction of a new leisure card. This will be issued to customers and will not distinguish between residents and non-residents.

With regard to Play and Urban Games, an extensive consultation programme was undertaken in 2007 to revise the 2004 Play and Urban Games Strategy. Consultation results were presented to Culture and Leisure Review Committee, as well as the Children's Trust Strategic Partnership. The strategy will provide a framework from which to guide investment, resources and subsequently increase the quality of play provision across the city. Significantly, the strategy presents the funding and opportunities to extend high quality access to equipped play provision for 55% of our children and young people by 2012.

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The revised Strategy supported the submission of project applications to the Big Lottery Fund - Children's' Play Programme. If successful this will provide Sunderland with £759,821 to develop a project portfolio of play projects across the city. Public consultation in relation to the application was supported by school visits and consultation sessions with young people's groups.

The inaugural meeting took place in June 2007 of the city's Play Partnership. The Play Partnership is represented by officers from Children's Services, Community and Cultural Services, Development and Regeneration, Gentoo, the Police, the Voluntary Sector and the Youth Parliament. The future role of the board will be to develop children's play opportunities and to guide investment.

In 2007 Sport and Leisure successfully hosted the Beacon Open Day in the theme Culture and Sport for Hard to Reach Groups. The Beacon Open day is an opportunity to showcase areas of good practice and is a mandatory element of the Beacon programme.

At the end of each Beacon year, an opportunity is available for Beacon authorities to continue their dissemination work through Peer Support funding. In July 2007, £200,000 was awarded from the Communities and Local Government Department to work in partnership with other Beacons.

As part of the Culture and Leisure Review topic for 2007/08 'Swimming in Sunderland - Not Treading Water', updates were provided to Committee in relation to the strategic approach to swimming pool planning by the directorate. Key swimming project developments in 2007 include completion of the Sunderland Aquatic Centre which opens in April 2008 and commencement of the construction phase of the two pools at Hetton and Silksworth.

In May 2007 an application was submitted to the London 2012 Olympic organising Committee for the Sunderland Aquatic Centre to be included in the Pre-Games Training Guide. In June 2007, Sunderland was selected together with Newcastle and Gateshead to stage the 2010 UK School Games, which is viewed as a 'mini Olympics' in preparation for the Olympic Games in 2012.

A review of football pavilions was undertaken by Community and Cultural Services to consider a small investment plan for remedial works. A strategic review of football is required to lever in Football Foundation funds. A development brief has been prepared in respect of the Northumbria Centre.

The city's leisure centres staged significant national and regional events in 2007 including the British Skiing Championships, International Lawn Tennis Association tour events and the North East Sports Awards.

The Sport Federation has achieved the following targets:
- 90% of school children are now receiving 2 hours quality PE per week within and beyond the curriculum
- The average number of minutes devoted to PE has increase in schools from 104 to 115 minutes
- Young leaders programmes have been introduced to 26 primary schools to encourage young people to take responsibility through the use of sport
- There were 950 teachers and students that went through CPD programmes.

The Wellness Service introduced the Community Wellness Programme in 2007. This programme takes 'state of the art' fitness equipment and locates it in community settings i.e. village halls, libraries etc. The benefits of this approach is that it assists local residents in terms of travelling to more traditional Wellness Centres and more people can be reached without the overheads associated with operating public buildings. The Wellness Service has also developed the Fit 4 Fun programme which commenced in September 2007 to provide a range of fitness classes for children and young people with the aim of increasing the number of young people involved in physical activity.

The Sport and Physical Activity Strategy has supported our Wellness Service. Our plans for 2008/09 include:
- Ensuring partnerships within the Wellness Service continue to strengthen
- Ensuring the Wellness message is communicated effectively with partner organisations and in the community
- Further developing the community wellness programme in community venues
- Continuing to ensure a robust monitoring and evaluation framework is in place
- The Wellness Service providing physical activity and lifestyle opportunities for hard to reach groups
- Opening a new 'super' Wellness Centre at Stadium Park.

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The Sunderland Positive Futures programme is a social inclusion programme that uses sport as an engagement tool and has encouraged 206 young people to take part in the project with a weekly attendance of 120. 96 young people have achieved recognised accreditation in the last 6 months. Through partnership working we have engaged pupils at Castlegreen School.

With the Targeted Youth Engagement Programme, 900 young people are participating weekly. Voluntary sector providers from across the city as well as Positive Futures Sports Coaches are delivering quality Sport and Leisure based activity. This is making a difference to youth disorder across the city and the Community Policing Teams are very supportive of the programme as they are seeing the results first hand. This is also supported by ASB statistics comparing April - September 2007 with 2006 for the specific times and days that activities are running.

The Drug Intervention Programme has:
- Engaged 80 new clients
- Retention rates have increased with the development of new programme aspects
- Dance programme - move to develop accreditation pathway
- Partnership Allotment programme with Libraries Service
- Continued links with 5 universities football programme (now termed Second Chance)

The Washington Millennium Centre project was completed in 2007 with funding from the Football Foundation and Barclays Spaces for Sport. The new facilities include a Wellness Centre spoke site and a refurbished outdoor artificial pitch. Facility and area working continues to take place in the Washington area.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Redeployment and upskilling of staff to meet service developments are required for new facilities. The staff structures for Sunderland Aquatic Centre and the new Crowtree Leisure Centre operation have been agreed. The process for recruitment of existing employees into vacancies at Sunderland Aquatic Centre and Crowtree Leisure Centre and all other vacancies across Sport and Leisure have been confirmed through consultation with the relevant Trade Unions.

It has been necessary to adopt a three stage approach for recruitment to ensure that any 'displaced staff' as a result of the scheduled closures of Newcastle Road Baths, Hetton Sports Complex and the pool at Crowtree Leisure Centre, have priority of application in Stage 1. This has now been completed; the Stage 2 process is to be completed. A Stage 3 recruitment and selection process may be required to 'mop up' any displaced staff that have not been successful during Stages 1 and 2.

Impact Needs Requirement Assessments (INRA's) have been completed in respect of Play and Urban Games and Sport and Leisure Facilities. Key issues identified include the need for additional resource to provide training for staff, improvements linked to signage and the inclusion of the six strands of equality in any consultation that is undertaken. Key actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Sport and Leisure has demonstrated a proactive approach towards changing satisfaction levels and residents perceptions. For example, falling satisfaction with the provision of play resulted in the development of a Young People's Play and Urban Games Strategy (which was revised in 2007) to produce a more equal spread of challenging and safe play opportunities across the city. Since 2004, £1.6 million has been invested into play areas and new wheeled sports parks across the city. The level of investment will be sustained following the £750,000 application to the Big Lottery fund in 2007. Satisfaction with children's playgrounds improved from 32% in 2005 to 43% in 2006 in the Mori Annual Residents Survey 2006.

A study undertaken by the Audit Commission in 2006 (in association with Sport England) examined how local authorities in England are managing their approach to providing public sports and recreation facilities and their attempts to improve access and value for money. It concluded that investment in sports and recreation facilities is increasing, but not at a pace that will address the consequences of years of low spending on stock maintenance. This is not the case in Sunderland, where, through collaborative and partnership working, an enviable record of facility development has been delivered in the last seven years, including:

- Raich Carter Sports Centre 2001
- 5 primary schools with new sport and arts facilities 2002
- 10 secondary schools with new sport facilities 2005
- Wheeled sports parks (6) plus 16 area play sites 2004-2007

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- Football Foundation developments Ford Quarry (£1.3 million total cost 2004-2006)
- 6 Wellness Centres 2004-2007 and 3 spoke sites
- Millennium Centre refurbishment 2007
- Sunderland Aquatic Centre and Wellness Centre 2008.

There are ambitious, but deliverable plans for the future including:
- Replacement Coalfield Swimming pool
- New Silksworth Swimming Pool
- Commercial football opportunities
- Opportunities for dry sport provision at Stadium Park - first stage feasibility complete
- 6 new/refurbished play areas (3750k) Big Lottery application

Sunderland's estimated spend for 2007/08, in comparison with both Metropolitan Authorities and nearest neighbours is in upper quartile. However the council has a long term strategy in terms of the Strategic Review of Leisure Provision, which includes significant capital investment in new provision, and will result in revenue savings from 2008 and beyond.

The triennial BVPI satisfaction survey (BVPI119a) satisfaction with sports and leisure facilities identified that 58% of residents were satisfied in 2006 (52% in 2003), compared to a national average for single tier authorities of 55%.

The heating and energy efficiency of our new facilities, which are currently being developed, plus future facilities, will far supersede the energy systems of the old pools such as Crowtree. In addition, utilisation of 'grey water' will be a key feature of our new facilities. It is anticipated that the environmental considerations outlined above will make a positive contribution toward financial efficiency savings in the future.

Maintaining social objectives of targeting hard to reach groups is of great importance and this is balanced with intervention sport programmes. Schemes are developed to promote excellence and achievement in sport and also link to strategic aims to tackle issues in health, crime and drug abuse. An example is the Football Friday scheme (established following consultation with Northumbria Police), which attracts 100 people per week in a recognised crime 'hotspot' (37% reduction in reported juvenile incidents achieved during football sessions).

The 2008/09 budget was set to take account of efficiency savings totalling £249,000, in respect of savings arising from Leisure Centre services realignment as a result of the opening of the new Aquatic Centre.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

As part of the process to develop the Community Sport Network (CSN), in October 2007, an inaugural meeting took place of the ActiveSunderland Board. The Board represents a cross city partnership involving, City Council Sport and Leisure, Children's Services, Adult Services, Sunderland University, Sunderland College, Gentoo, Sunderland Football Club and Sunderland Teaching Primary Care Trust.

The inaugural meeting has also taken place to develop the emerging Play Partnership. It is the new Play Strategy which will guide the work of the newly formed "Play Partnership". Members of this partnership, drawn from the private, public and voluntary sector, have combined energies, evidence and expertise to produce the Play Strategy 2007 called 'Moving Forward'. The Partnership includes, Sport and Leisure, Children Services, Sunderland Voluntary Sector Youth Forum, Environmental Services, Planning, Gentoo and Sunderland Teaching Primary Care Trust.

The first partnership driven Family Football Fitness programme commenced in 2007. It was delivered in partnership with SAFC, Community Services Sport and Leisure Team and the School Meals Team. Families from across the city participated in the 10 week programme which was staged at Bunnyhill.

The Wellness Service developed a link with the Community Health Officer, located in the library at Bunnyhill. The role of the Community Health Programme is to provide a high quality health information service for the Substance Misuse Client Group.

A pilot project between Wellness and Occupational Therapy and Wheelchair services was introduced. As part of the service, fieldworkers are able to signpost clients to the Wellness Centres, with or without professional support. By asking key questions to identify risk factors, an individual can still access the Wellness Centres after they have been referred by their GP.

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The Wellness Service undertook research, examining how to make exercise fun for older people. This involved 'game technology' on bikes in order to encourage retention to exercise for older people. Subsequently Technogym equipment has now been ordered to cater for older residents.

Community Wellness Programme locations were identified for Easyline Circuits to be installed in 5 community venues. Staff and volunteers from each community group have received training to deliver activity sessions on the equipment, and to increase the opportunities available for the local community to be physically active. The Wellness Services also appointed a Community Wellness Coach to deliver the Community Wellness Programme. 21 volunteers across the 5 community venues have received Easyline training and are delivering sessions within the programme.

12 new physical activity programmes were available in 2007 in both Wellness Centres and Community Wellness venues. The programmes were linked to Sport England's Great Activity Challenge.

Discussions are in progress with Fulwell Day Care Centre and Ryhope CA to develop sites as the 6th and 7th Community Wellness venues.

Section 17 of the Crime and Disorder Act (1998)
For the council to fulfil its statutory responsibilities under Section 17 of the Crime and Disorder Act (1998), community safety must become an integral part of the decision-making process across all functions and be reflected in relevant statutory and service plans.

The Police and Justice Act (2006) refocused the individual contribution that key agencies make to the safer communities agenda (originally introduced by the Crime and Disorder Act 1998).

The council commissioned an independent review of its compliance to Section 17 and the following improvement recommendations relating to this service have been identified as follows:

Section 17 Delivery Responsibilities	Section 17 Improvement Actions	Outcomes 2007/08	Proposed Improvement Actions 2008/09	Proposed Outcomes 2008/09
Responsible for Sport and Activity Strategy and Play and Urban Games Strategy. Engage young people 'at risk' in use of sport and leisure facilities	R.41 Work in partnership with the Northumbria Police, Youth Offending Service, SAFC, Connexions and others, to deliver a sports based programme which helps to tackle social inclusion. The programme is to offer disengaged young people opportunities to participate in activity based learning, using sport and physical activity as a diversionary tool. The programme is to make a positive contribution to youth disorder, crime and substance misuse	Positive Futures youth engagement project being delivered. New Targeted Youth Engagement (TYE) project being rolled out across the city

Engage with over 200 young people through the Positive Futures programme on an annual basis

Engage with over 10 young people through the Positive Futures volunteer programme on an annual basis

Establish the Positive Futures Programme in all six regeneration areas of the city

Establish two hubs of sport in the city, beyond the Positive Futures Programme (sustainability) | To work with key partners citywide to establish a core universal offer for communities

To deliver the agreed play developments within the Play and Urban Games Strategy

To coordinate national research on the benefits of sport and physical activity to the Section 17 agenda

Changes being made to 'Positive Futures' model for 2008/09 so it would not be appropriate at this time to provide Improvement Actions and Outcomes for 2008/09 | Establish accredited hubs of physical activity opportunities related to Sport, Wellness, Aquatics and Play

Play developments in operation and utilised as part of the positive futures programme

Roll out actions coming from the co-ordinated national research

Refer to the proposed actions for 08/09 |

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PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
LOC 24	Swimming Pools and Sports Centres no. of swims and other visits per 1,000 population	8,330	8,988	8,532	No - Closure of Hetton swimming pool	8,400	8,500
OP	Swimming Pools and Sports Centres net cost per swim / visit	£1.48	£1.45	£1.45	Yes	£1.44	£1.44
OP206 YPP	No. of playgrounds / play areas provided by the council per 1000 children (under 12's)	1.50	1.48	1.44	No - due to removal of old play areas. However, new facilities are planned for 2007/08 (dates to be determined)	1.50	1.50
OP208 YPP	The % of these that conform to National Standards for Local Equipped Play Areas	63.60%	67.56%	68.00%	Yes	70.83%	70%
OP209 YPP	The % of these that conform to National Standards for larger, neighbourhood equipped areas	9.30%	10.10%	8.33%	No - due to removal of old play areas. However, new facilities are planned for 2007/08 (dates to be determined)	11.11%	12%
OP	The percentage of young people with maximum 1km access to high quality local free play provision	n/a	15%	16%	Yes	16%	20%
PI 1*	The % of 5-16 year olds engaged in 2 hours a week minimum of high quality PE and school sport within and beyond the curriculum	77%.	86%	90%	Yes. Target achieved one year in advance	90%	92%
PI 2*	The % of adults participating in at least 30 mins of moderate intensity sport and active recreation on 3 or more days a week	n/a	n/a	20.03	No. Between the 25th and 75th percentiles nationally	21.03%	22.03%
PI 3*	The % of population volunteering in sport and active recreation for at least one hour per week	n/a	2.7%	3.06%	Yes	3.56%	4.06%
LPSA 9c	Usage of the city's wellness centres by people aged 16 plus years	n/a	163,517 (by March 2008)	297,288	Yes - target easily achieved in advance	163,517 End of LPSA target	n/a
PI 11	The % of population that are within 20 mins travel time of a range of 3 different sports facility types of which one has achieved a quality assured standard	n/a	Lower 30% Higher 50%	49.86%	In the top 25th percentile nationally	Higher 50% ranking	Higher 50% ranking

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KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Establish and embed a Community Sport Network (CSN) with key partners to drive forward the key priorities for sport and physical activity across the city	Complete CSN Action Plan and establish Active Sunderland Board	Review Progress through the Action Plan	Review CSN Action Plan priorities for 2011-2014	Build capacity in the voluntary sector Established ActiveSunderland Board Increase participation in physical activity (3 x 30mins) from current level of 20.03%	CI04 SP8	5	AHCS (S&L)
Develop proposals for the delivery of 2 x 25m swimming pools at Hetton and Silksworth	Confirm funding of facilities. Design and construction	Operational opening	Projects complete	Increase in participation in swimming (Baseline still to be agreed)	CI01 SP1 SP2	1 5	AHCS (S&L) S&LPM
Develop and deliver a 'core offer', which connects communities with sport and physical activity opportunities. The core offer is made up of the following Wellness Swimming Play Sport	Identify gaps in core offer through GIS mapping	Seek funding to develop core offer from external funding agents	Review funding for the delivery of core offer	To increase participation in Wellness, swimming, play and sport year on year To broaden sport and physical activity opportunities to non participants	CI01 CI03 CI04 SP1 SP2 SP4	1 2 5	AHCS (S&L)

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LEISURE CENTRES

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	36,023	35,021	35,183	Employees	36,189
2	685,043	600,508	618,430	Premises	747,151
3	279	1,500	6,500	Transport	1,500
4	12,166	15,632	210,545	Supplies and Services	5,233
5	3,555,980	3,120,835	3,102,209	Contribution to Trading Service	3,111,338
6	223,263	239,348	239,348	Third Party Payments	245,332
7	4,389,482	0	0	Revenue Contributions to Capital	0
8	20,230	0	0	Delegated Budget c/fwd	0
	8,922,466	4,012,844	4,212,215		4,146,743
				Less Income	
9	21,578	28,770	228,770	Income	30,208
10	46,003	0	0	Delegated Budget b/fwd	0
	67,581	28,770	228,770		30,208
	8,854,885	3,984,074	3,983,445	**Delegated Budget**	4,116,535
				Non-Delegated Items	
11	1,761	954	1,190	Employees - FRS17 Pensions Adjustment	1,612
12	288,216	319,307	319,307	Central Support Service Recharges	341,220
13	246,497	245,589	244,943	Departmental Administration	277,373
14	192,029	197,343	197,343	Grounds Maintenance	216,271
15	139,769	116,301	116,301	Repairs and Renewals	111,741
16	1,224,504	1,221,446	1,394,934	Asset Charges	1,390,022
	2,092,776	2,100,940	2,274,018	**Non-Delegated Budget**	2,338,239
	10,947,661	6,085,014	6,257,463	**TOTAL BUDGET**	6,454,774
	1.0	1.0	1.0	**Total No. of Staff**	1.0

Responsible Budget Holder
Assistant Head of Community Services

CULTURE AND LEISURE

SPORT AND LEISURE

SPORTS DEVELOPMENT

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	682,479	418,557	744,431	Employees	404,466
2	35,354	13,022	18,022	Premises	12,947
3	22,219	7,638	23,138	Transport	7,638
4	734,054	51,768	687,054	Supplies and Services	51,598
5	161,404	191,368	191,368	Third Party Payments	196,152
6	125,467	0	0	Delegated Budget c/fwd	0
7	141,157	0	0	Revenue Contributions to Capital	0
	1,902,134	682,353	1,664,013		672,801
8	1,159,159	73,762	1,053,945	Less Income	55,415
	742,975	608,591	610,068	**Delegated Budget**	617,386
				Non-Delegated Items	
9	30,470	10,262	22,586	Employees - FRS17 Pensions Adjustment	17,267
10	84,520	110,769	110,769	Central Support Service Recharges	125,120
11	107,408	108,608	108,608	Departmental Administration	116,512
12	3,173	3,173	3,173	Asset Charges	656
	225,571	232,812	245,136	**Non-Delegated Budget**	259,555
	968,546	841,403	855,204	**TOTAL BUDGET**	876,941
	19.0	10.0	20.0	**Total No. of Staff**	10.0

Responsible Budget Holder
Sports Services Manager

CULTURE AND LEISURE

SPORT AND LEISURE

YOUNG PEOPLES PLAY AND URBAN GAMES

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	240,923	220,976	221,970	Employees	228,702
2	19,853	20,453	20,453	Transport	19,970
3	95,440	60,790	60,790	Supplies and Services	61,908
4	77,832	0	0	Revenue Contributions to Capital	0
5	8,596	0	0	Delegated Budget c/fwd	0
	442,644	302,219	303,213		310,580
				Less Income	
6	27,555	0	0	Income	0
7	30,000	0	0	Delegated budget b/fwd	0
	57,555	0	0		0
	385,089	302,219	303,213	**Delegated Budget**	310,580
				Non-Delegated Items	
8	9,013	5,421	6,764	Employees - FRS17 Pensions Adjustment	8,441
9	14,368	25,216	25,216	Central Support Service Recharges	32,443
10	66,819	66,317	66,317	Departmental Administration	76,140
11	21,058	19,690	31,973	Asset Charges	18,405
	111,258	116,644	130,270	**Non-Delegated Budget**	135,429
	496,347	418,863	433,483	**TOTAL BUDGET**	446,009
	9.0	9.0	9.0	**Total No. of Staff**	9.0

Responsible Budget Holder
Sports and Leisure Partnership Manager

CULTURE AND LEISURE

SPORT AND LEISURE

PROJECT DEVELOPMENT

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	115,964	136,304	136,938	Employees	139,764
2	5,748	5,706	5,706	Transport	5,706
	121,712	142,010	142,644		145,470
				Less Income	
3	5,185	29,044	29,044	Income	30,495
4	4,078	0	0	Delegated budget c/fwd	0
	9,263	29,044	29,044		30,495
	112,449	112,966	113,600	**Delegated Budget**	114,975
				Non-Delegated Items	
5	5,106	3,600	4,492	Employees - FRS17 Pensions Adjustment	6,088
6	3,877	17,184	17,184	Central Support Service Recharges	15,549
	8,983	20,784	21,676	**Non-Delegated Budget**	21,637
	121,432	133,750	135,276	**TOTAL BUDGET**	136,612
	3.0	4.0	4.0	**Total No. of Staff**	4.0

Responsible Budget Holder
Sports and Leisure Partnership Manager

FURTHER INFORMATION
For further information about the service please see ActiveCity Sunderland, Community and Cultural Services Detailed Service Plan 2008/09 or contact Julie D Gray, Head of Community Services Tel: (0191) 5617574.

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to lead the strategic coordination of community development and support the operational development and delivery of neighbourhood based services, increasing lifelong learning and capacity-building opportunities aimed at combating social exclusion. To achieve this aim the service:

- On behalf of the Sunderland Partnership leads the implementation of the city's Community Development Plan (CDP) and manages the arrangements for the Community Development Strategy Group (CDSG)
- On behalf of the City Council leads the implementation of the Corporate Community Development Plan and manages the arrangements for the Corporate Working Group (Voluntary Community Sector support)
- On behalf of the Sunderland Partnership refreshes the city's Compact (an agreement between government and the voluntary and community sector to improve their relationship for mutual advantage and community gain)
- Continues to raise the profile of volunteering across the city
- Provides professional advice, support, training and staff management systems to develop effective governance arrangements for community and voluntary sector based partnerships
- Supports the operation and development of area based facilities providing opportunities for all age ranges and all interest groups in community
- Supports developmental work of geographical communities and communities of interest
- Offers an advisory role for externally funded projects and staff, supporting community capacity-building and community development
- Researches and advises on new legislation that impacts on the local authority and the community and voluntary sector.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service is working towards the Local Public Service Agreement (LPSA) 2 stretch target for the percentage of residents undertaking a minimum of 2 hours formal voluntary activity per week. The Mori Annual Residents Survey 2006 undertook consultation in relation to this with 7% of residents stating that they volunteer for 2 or more hours per week, an increase of 1% over 2005. The Mori Annual Residents Survey 2007 will provide the final outturn against the stretch target of 11% to be achieved by March 2008. A marketing and communication campaign was developed to raise awareness of volunteering. The service is seeking to engage other employers within the Sunderland Partnership to develop an Employee Volunteering Scheme to expand volunteering opportunities for their staff. It is also intended to develop a corporate approach to engaging volunteers in projects and programmes.

To raise the profile and importance of volunteering the service will seek to develop progression routes for volunteers including training and development opportunities.

The development and implementation of the City's Community Development Plan (CDP) included extensive consultation with stakeholders. 2008/09 will see implementation of the agreed Sunderland Partnership CDP and the Sunderland City Council Corporate CDP.

The Community Learning Project at Bunny Hill has been developed using a best practice model from the Hetton Centre. A Co-ordinator has been appointed together with 1.5 learning mentors to deliver the programme. Staff are working with organisations and 'hard-to-reach' individuals to remove potential barriers to allow adults to access community based first step learning opportunities. Barriers include childcare, lack of confidence, low self-esteem, physical and learning disabilities. Learners are additionally encouraged to 'have a voice' in the learning programme planning and development.

The Community Help booklet that is distributed to the voluntary and community sector (VCS) is regularly reviewed and updated to reflect changes in the sector. The booklet contains important information to help effective management and governance. It also shows what support is available across the city, gives information on legal requirements and identifies potential funding streams.

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Impact Needs Requirement Assessments (INRAs) have been undertaken in respect of the Service Level Agreement Application Procedure, Service Level Agreement Monitoring Procedure and Play Grant Awards Application Procedure. Actions identified were for the Administrative Officer to receive Equality training and for application forms to be offered in alternative formats. The service will complete Impact Needs Requirement Assessments for remaining policies and procedures and will ensure that any actions required are included in the INRA Register. Key Actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.Community Development is leading the implementation of the city's Community Development Plan on behalf of the Sunderland Partnership and the Corporate Community Development Plan on behalf of Sunderland City Council. This will raise the profile of Community Development in line with the importance that Central Government is now attaching to development of the third sector.

The Annual Review's previously produced for Sandhill Centre, Washington Millennium Centre and Hetton Centre to provide users and residents with information on activities delivered at the centres were incorporated into a 'Community Life in Your Area' magazine in 2007/08 for each regeneration area of the city. This was in addition to the regular Community Life magazine for the city, which is published twice per annum.

Paralegal training (Level 3) was undertaken by 2 members of staff in 2007 and staff receive in-house training on an ongoing basis. Appraisals for all staff will be completed in 2008/09.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

LPSA2 pump-priming funding has been utilised to develop a branding and communication campaign in support of raising the number of residents in the city that volunteer for 2 or more hours per week. The Mori Annual Survey 2006 produced an outturn of 7% of residents volunteering, an increase of 1% compared with 2005.

The service has undertaken work with Corporate Services Risk Management Section to develop a risk management plan that addresses all known risks. A working group has been established to update the risk management plan on a monthly basis. Staff have received risk assessment training and have set up a Risk Assessment Working Group to develop risk assessments for Washington Millennium Centre, Hetton Centre and Sandhill Centre. Risk advice is also provided to the voluntary and community sector.

A service continuity plan that addresses critical functions is in place for the service and is regularly reviewed in line with corporate requirements.

Implementation of the Community Development Plan provides strong evidence of Sunderland City Council's ambition for the City and supports existing Sunderland Strategy Priorities SP2 - Extending cultural opportunities and SP8 - Creating inclusive communities as well as Emerging Themes ET5 - Attractive and Inclusive city and ET3 -Safe city.

Community Development is supporting the University of Sunderland to develop an accredited course for community development so that practitioners can develop a shared understanding of community development in the city. This was approved by the Sunderland Partnership in November 2007 with a pilot module commencing in February / March 2008.

The work of the service has been recognised nationally with short listing for Best Performer Category for Civic, Cultural and Community Venues at the Association for Public Service Excellence (APSE) 2006 Performance Networks Seminar and the public and voluntary partnership working award at the Annual APSE Service Awards in September 2007.

The service was successful in attracting external funding to undertake development of the Community Development Plan. Neighbourhood Renewal Funding (NRF) was allocated in 2007/08, to undertake the project, and LPSA2 pump-priming grant of £51,300 is being used to develop a marketing and communication campaign to raise awareness of volunteering in the city.

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

Community Development has been working in partnership with Sunderland Volunteer Centre to raise awareness of volunteering in the city in support of achieving the LPSA2 stretch target of 11% of residents volunteering for 2 hours or more per week by March 2008. The service is also engaging with other Sunderland CVS employers in the Sunderland Partnership to develop an Employee Volunteering Scheme to expand volunteering opportunities for their staff.

The service is working across venues in the city to deliver activities that have a positive effect on the local community. These include:
- Delivery of community based events across the city such as the 'Volunteering for Sunderland campaign and the Volunteer Awards Project, as well as the Easington Lane Christmas Lights switch on in November 2007
- Community Associations delivering a range of activities to meet the needs of local communities
- Washington Millennium Centre has a Wellness facility and third generation Astroturf
- Wellness 'spoke' sites have been developed at community venues to deliver activities to the locality groups
- Delivery of range of learning opportunities for 'hard to reach groups' especially for people with learning difficulties and disabilities.

The service supports the work of the community-based and community-led partnerships through training and access to information and is represented on the boards in an advisory capacity at the Coalfield, Sunderland South and North Side Initiative and Community Matters forums.

Community Development will continue to support the development of area based partnerships to deliver priorities, these include community learning and the Wellness agenda.

Community Life magazine which provides information twice a year about the voluntary and community sector is making a positive contribution to the image of the city. Success of Community Life is measured by the number distributed and the requests received to place articles in future editions. Feedback is also received from organisations regarding requests for follow-up information they have received in respect of articles they had in the magazine. Additionally in 2007/08 an area based Community Life in Your Area was distributed in each of the six regeneration areas of the city, this was a one off externally funded project.

The work of the service has been recognised nationally with short listing for Best Performer Category for Civic, Cultural and Community Venues at the Association for Public Service Excellence (APSE) 2006 Performance Networks Seminar and the public and voluntary partnership working award at the Annual APSE Service Awards in September 2007. Because of its previous short listing for the 2006 award, Community Development was asked to facilitate a workshop at December 2007 Performance Networks Seminar. This was a national event attended by representatives from local authorities across the country and assisted greatly in raising the profile of the community development work carried out in Sunderland.

The Hetton Centre's Community Learning work was recognised nationally when an adult learner at the centre won the National Institute of Adult Continuing Education (NIACE) - national award for the Senior Learner category for achievements through study.

Nottingham City Council visited the service to look at areas of best practice in October 2007. This was prompted by a presentation given by the Community Development Team in Manchester for APSE.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
LPSA 6 Indicator 1	% residents taking part in formal volunteering activity in the previous year (minimum 2 hours per week)	n/a	6% (Baseline established)	7%	n/a - target set for 2007/08	11%	n/a

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implementation of a Community Development Plan (CDP) in light of emerging legislation: - White Paper - Strong and Prosperous Communities - Local Government and Public Involvement in Health Act - Key policy documents such as Community Development Challenge, the Community Empowerment Action Plan and the Review of the Future Role of the Third Sector in Social and Economic Regeneration	Lead the Implementation of the Sunderland Partnership and Corporate Community Development Plans. Performance Management framework implemented. Establish baselines	Ongoing delivery and performance management of Community Development Plans. This will be undertaken via implementing and monitoring the significant programme of work arising from the CDP	Ongoing delivery and performance management of Community Development Plans.	Community Development supporting the delivery of the Sunderland Strategy and CDP priorities which seek to improve the quality of life for residents in Sunderland by 'working together for a better future' The CDP will support this by increasing community capacity to engage with the Sunderland Strategy Priorities Promotion of active citizenship Supported communities in identifying and meeting their needs closing the inequalities gap	CI01 CI04 SP2 SP8	3 5	HCS AHCS (CD) CDT
Support the Voluntary and Community Sector (VCS)	Develop an integrated bureau of support - key action in the CDP, delivery method to be agreed	Develop an integrated bureau of support Provide advice and guidance to ensure effective governance arrangements	Develop an integrated bureau of support Provide advice and guidance to ensure effective governance arrangements	Increase in skills and knowledge: This will increase through better access and support via the bureau of support which will be providing more coordinated, effective and efficient support to the VCS Increased volunteering from 6% to 11% Increase in number of employers supporting the employee volunteering scheme	CI01 CI02 CI04 SP2 SP8	3 5	AHCS (CD) CDT

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
	Provide advice and guidance to ensure effective governance arrangements Increase volunteering levels through Volunteer Road Shows and Award Events Ensure that Community Associations are fit for purpose by assessing building suitability, governance procedures and providing access to training	Increase volunteering levels Ensure that Community Associations are fit for purpose	Increase volunteering levels Ensure that Community Associations are fit for purpose	Sustainability of VCS delivery Improved access to information for VCS organisations			
Refresh the Sunderland Partnership Compact	Refreshed Sunderland Partnership Compact in place.	Ongoing monitoring and evaluation. Performance management successfully implemented	Seek to secure Compact Plus accreditation.	Sunderland Partnership organisations adoption and compliance of the Sunderland Compact The Compact will develop better relationships between the VCS and the wider Sunderland Partnership which should lead to better service delivery for the citizens of Sunderland	CI01 CI04 SP2 SP8	3 5	AHCS (CD) CDT

CULTURE AND LEISURE

COMMUNITY DEVELOPMENT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	345,382	244,844	341,814	Employees	296,560
2	189,567	156,030	174,747	Premises	161,260
3	453,610	103,348	142,406	Supplies and Services	149,438
4	14,114	0	0	Delegated Budget c/fwd	0
	1,002,673	504,222	658,967		607,258
5	450,162	662	94,668	Less Income	695
	552,511	503,560	564,299	**Delegated Budget**	606,563
				Non-Delegated Items	
6	14,560	6,149	10,409	Employees - FRS17 Pensions Adjustment	12,202
7	87,902	108,384	108,384	Central Support Service Recharges	129,954
8	3,721	3,693	3,693	Departmental Administration	4,240
9	9,267	6,297	6,297	Grounds Maintenance	6,838
10	66,471	76,812	76,812	Repairs and Renewals	64,346
11	103,679	94,112	120,077	Asset Charges	109,198
	285,600	295,447	325,672	**Non-Delegated Budget**	326,778
	838,111	799,007	889,971	**TOTAL BUDGET**	933,341
	7.5	5.0	7.5	**Total No. of Staff**	5.5

Responsible Budget Holder
Principal Commissioning and Co-ordination Officer

FURTHER INFORMATION
For further information about the service please see the Community Development Plan or Community and Cultural Services Detailed Service Plan 2008/09 or contact Julie D Gray Tel: (0191) 5617574.

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to ensure the provision of Parks, Open Spaces and Allotments that are well maintained, safe, readily accessible, meet local community needs and where appropriate, provide a valued and diversified range of quality horticultural, ecological and recreational services. To achieve this aim, the service:

- Provides strategic management of 27 parks in Sunderland comprising 1 city park (Mowbray Park), 9 district parks (10+ hectares) and 17 local parks (2+ hectares)
- Manages 96 allotment sites with 4,000 individual plots.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

Parks, Open Spaces and Grounds Maintenance are working with other partner agencies to deliver improvements to the parks service that provide an enhanced customer experience. A number of improvements have been carried out at Barnes Park (Lodge Café) and Doxford Park (Fruit and vegetable service and walled garden) in conjunction with Adult Services and the Primary Care Trust. The Centre for Environmental Education is utilising facilities at Roker Park to deliver enhanced educational arrangements (a youth environmental project).

A stage 1 £2,843,583 Heritage Lottery Bid to undertake improvements at Barnes Park has been submitted. If stage 1 is successful then stage 2 of the bid will be developed in 2008/09. Successful outcome of the bid will allow the delivery of improvements (total cost £3,813,183) that will preserve the existing heritage in Barnes Park and increase access to and the usage of Barnes Park for current and future generations. Consultation with residents and users was undertaken to inform development of the stage 1 bid.

Resident satisfaction with Parks and Open Spaces is normally monitored via the annual resident's survey. However in 2006, the triennial BVPI General Satisfaction Survey was undertaken and this replaced the normal annual resident's survey question. BVPI 119e satisfaction with Parks and Open Spaces declined slightly from 71% in 2003 to 70% in 2006.

The Community Spirit Summer Survey 2007 included consultation in relation to green spaces as part of the Local Development Framework. This showed that 86% of respondents visit parks at least occasionally; 18% of respondent's use or visit allotments at least occasionally; 86% of respondents feel that Parks are important as regards a contribution to quality of life. 44% of respondents rated allotments as being important as a contributor to quality of life. Barnes Park was identified as the top green space in need of improvement, which underpins the current Heritage Lottery Bid. 63% of respondents believed that poor quality allotments should be retained and improved. The service will seek to deliver key actions in the Parks and Allotment Management Strategies.

The service has a programme of regular meetings with Allotment Secretaries to allow users to contribute ideas for the ongoing management and improvement of allotment sites.

Colony software to improve allotment management has been installed and will be developed further to enhance customer service through the provision of clear, definitive and accessible information.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

Impact Needs Requirement Assessments have been undertaken for the Parks Management and Allotment Management Strategies. Actions have been identified in relation to an ongoing provision for staff training on equality issues. User surveys will need to be carried out to identify what effect the Local Government White Paper 'Stronger Prosperous Communities', particularly in relation to proposals to reshape local services around citizens and the local communities that use them will have on the current strategies. Key actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

The service will undertake a review of current resources with a view to move towards area based management arrangements for development of parks and allotments.

The Local Environmental Strategy management team (which includes Parks and Open Spaces) meet on a regular basis. Service sections conduct team meetings. There are opportunities provided for staff and managers to have one-to-one meetings.

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
The Local Environmental Strategy risk management action plan and service continuity plan are reviewed on a regular basis in line with corporate requirements.

Sunderland is upper quartile in 2007/08 in relation to cost of service when compared to nearest neighbours and Metropolitan Authorities for parks and open spaces. However, Sunderland maintains more land per hectare than all of its Nearest Neighbours.

The service is a member of the Association for Public Service Excellence (APSE) Performance Networks, which allows it to benchmark service costs and performance data with other family group members. Sunderland is top quartile for the number of hectares maintained per front line employee. These indicators also show that Sunderland employs 0.81 non-front line employees per 100 hectares, compared to a family group average of 3.15. The cost per hectare of land maintained is £3,502 for Sunderland, compared to an average of £5,073 per hectare for other family group members.

Investment at Herrington Country Park over recent years ensured the Park was awarded the Green Flag status in 2006 with an 'excellent' rating, and this was retained in 2007. Ensuring the park is well maintained, results in a consistently high number of visitors being attracted to the park.

Satisfaction with Parks and Open Spaces (BVPI 119e) declined slightly from 71% in 2003 to 70% in 2006, and is mid range when compared to other local authorities. Delivery of key actions in the Parks Management Strategy will contribute to improving customer satisfaction with parks in the city.

Satisfaction with grass cutting of open spaces increased from 67% in 2005 to 77% in 2006, as measured through the 2006 MORI survey. Satisfaction with Green Spaces in your neighbourhood increased from 61% in 2005 to 67% in 2006. The Community Spirit Summer Survey 2007 included consultation in relation to green spaces as part of the Local Development Framework. This indicates that parks are particularly well used in the city with 86% of respondents visiting parks at least occasionally. In addition to this 18% of respondents also use or visit allotments at least occasionally. Equally important were the contribution that parks and allotments make to the respondents 'quality of life'. 86% of respondents regard parks as an important contributor to their quality of life. 44% of respondents rated allotments as being an important contributor to quality of life.

In the survey, Barnes Park was identified as the top green space in the city in need of improvement, and a stage 1 Heritage Lottery Fund bid of £2.8million has been submitted (outcome will be known in Spring 2008). If successful, a stage 2 bid will be developed during 2008/09.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Parks, Open Spaces and Grounds Maintenance has undertaken partnership working with Adult Services to deliver improvements in the parks infrastructure and services. These include the Barnes Park café, Doxford Park walled garden and fruit and vegetable distribution service.

Partnership working with the Primary Care Trust at Doxford Park has resulted in delivery of a drug rehabilitation project.

The service is represented at the Back on the Map Environmental Theme Team in Hendon and the East End and is working with the agencies Green Spaces Officer to deliver improvements to green space in that area of the city.

The service will continue to develop opportunities for partnership working to provide improvements in usage and quality of parks facilities and infrastructure.

The service is ISO 9001 accredited and has Green Flag awards for Roker Park, Mowbray Park and Herrington Country Park, demonstrating excellence in service delivery. Mowbray Park won the Briggs and Stratton Best Park Award in the north-east in 2007.

A number of awards were won in the Northumbria in Bloom Competition in 2007. Major awards were:
- Houghton le Spring - Large Town Class (Bronze)
- Hetton le Hole - Large Town Class (Bronze)
- Sunderland - Best Large City North East Co-op Trophy (Silver-Gilt)
- Washington - Small City Class (Silver).

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

A number of minor awards were won across the city:
- Newbottle Primary School - Best School Horticultural Project Class Rod Leyburn Memorial Trophy (Gold)
- Holley Park School - Best School Horticultural Project Class (Gold)
- St Mary's and St Peter's Church Community Project (Gold)
- Whitby Rise - Best kept grounds of a Convalescent or Care Home Class Ron Grubb Trophy (Gold)
- Hetton Lyons Country Park - Best Conservation Project Class (Silver-Gilt)
- Concord Bus Station - Best Railway, Bus or Metro Station Class (Bronze)
- St Benedict's Hospice - Hospitals, Hospice and Medical Centre Class Newcastle Building Society Trophy (Gold)
- Bill Hardy Sports Complex - Prisons, Colleges, Universities and Sports Ground Class (Gold)
- Ayton Road Adult Learning Centre - Best kept grounds of a Convalescent or Care Home Class (Silver - Gilt).

A Neighbourhood Awards - non-competitive class was won by Bishopwearmouth Horticultural Nursery (Merit).

PERFORMANCE INDICATORS
The service has no key performance indicators at the present time.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Implement key actions in the Parks and Allotment Strategies: Allotments - schemes to improve gates, fencing, footpaths and water supplies Parks - enhancement schemes that provide good quality parks that contribute to the regeneration, renewal and the image of their neighbourhood and the city as a whole.	Develop improvement schemes that will deliver identified priorities	Develop improvement schemes that will deliver identified priorities		Cleaner, safer, greener parks measured via increased usage and footfall in parks Increasing levels of satisfaction with parks and open spaces in the Annual Residents Survey Reductions in requests and complaints re: Allotments	CI01 SP7	5	AHES (LES)
Barnes Park Regeneration	Subject to satisfactory outcome of Stage 1 application, submit stage 2 funding bid to Heritage Lottery Fund	Dependent upon success of Heritage Lottery funding bid undertake improvements to the park	Dependent upon success of Heritage Lottery funding bid undertake improvements to the park	Preservation of existing heritage in Barnes Park Increasing access to and usage of Barnes Park for current and future generations	CI01 CI04 SP7	5	AHES (LES)
Develop area based Parks Development Arrangements	Implement the new establishment structure for officers	Review and improve - identify funding priorities	Seek to secure funding to deliver priorities	Development of parks infrastructure Increased access to and usage of parks Increase in customer satisfaction via annual residents survey	All CIOs SP7	5	AHES (LES)

CULTURE AND LEISURE

PARKS, OPEN SPACES AND GROUNDS MAINTENANCE

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	872,525	806,867	820,680	Employees	868,050
2	810,712	971,029	982,818	Premises	950,711
3	372,861	312,583	155,944	Transport	164,058
4	684,632	649,778	802,326	Supplies and Services	745,037
5	5,092,331	4,931,913	5,092,875	Contribution to Trading Service - Grounds Maintenance	5,120,127
6	89,877	111,522	111,668	Contribution to Trading Service - Allotments	114,309
7	326,003	230,949	229,292	Third Party Payments	291,914
8	(118,835)	0	0	Delegated Budget c/fwd	0
	8,130,106	8,014,641	8,195,603		8,254,206
9	378,619	643,993	643,993	Less Income	555,612
	7,751,487	7,370,648	7,551,610	**Delegated Budget**	7,698,594
				Non-Delegated Items	
10	26,304	16,715	23,906	Employees - FRS17 Pensions Adjustment	33,815
11	193,017	214,333	214,333	Central Support Service Recharges	234,621
12	195,711	322,433	195,258	Departmental Administration	310,588
13	3,781,659	4,273,358	4,273,358	Grounds Maintenance	4,130,042
14	277,621	190,620	190,620	Repairs and Renewals	184,419
15	132,052	102,167	149,410	Asset Charges	138,228
	4,606,364	5,119,626	5,046,885		5,031,713
16	5,799,085	6,412,473	6,412,473	Less Income	6,235,329
	(1,192,721)	(1,292,847)	(1,365,588)	**Non-Delegated Budget**	(1,203,616)
	6,558,766	6,077,801	6,186,022	**TOTAL BUDGET**	6,494,978
	36.0	30.0	30.0	**Total No. of Staff**	30.0

Responsible Budget Holder
Parks Services Manager

FURTHER INFORMATION
For further information about the service please see the Parks Management Strategy, Allotment Management Strategy or the Community and Cultural Services Detailed Service Plan 2008/09 or contact Peter High, Head of Environmental Services Tel: (0191) 561 4501.

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

SERVICE ROLES AND RESPONSIBILITIES

Libraries
The primary aim of the service is to provide a responsive and customer focussed public library and information service through the seven key areas of service improvement of Access and Inclusion, Books and Reading, Digital Citizenship, Services to Young People, Health and Well Being, Learning Development, and Communication and Staff Development. To achieve this aim the service:
- Provides 20 static libraries and two mobile libraries
- Operates a mobile Lifelong Learning / Customer Service Centre vehicle
- Provides a Local Studies Centre
- In partnership with the Women's Royal Voluntary Service provides a Books on Wheels service
- Provides a Hospital and Schools Library Service.

Heritage
The primary aim of the service is to improve access to and raise awareness of heritage provision across Sunderland. To achieve this aim the service:
- Enables communities to understand and promote their individual cultural identities
- Increases opportunities for celebrating Sunderland and its heritage
- Is actively pursuing securing the nomination of Wearmouth-Jarrow for World Heritage Site status in 2010, with other partners.

Events
The primary aim of the service is to manage and promote a programme of special high quality events within the City of Sunderland. To achieve this aim the service:
- Raises the profile, of and, enhances the City's image
- Attracts additional visitors from outside the region
- Increases spend per head in the City to support tourism infrastructure
- Provides a diverse and balanced programme of events to match the needs and aspirations of the city.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service prioritises delivery of customer focused services through a range of priority projects, consultation and planned improvements. This includes the development of Library Service Points within the Customer Service Centre (CSC) programme, with new and refurbished centres now open at Bunny Hill and Shiney Row and plans underway for a new build library at Ryhope and a refurbished library at Washington Town Centre.

Consultation undertaken includes the annual Public Library Users Survey (PLUS) that are undertaken every three years with the children's PLUS survey undertaken in 2007. Surveys continue to show high levels of satisfaction (Adult PLUS 2006 = 93.1%). The Annual Residents Survey provides a high level of user satisfaction with libraries (2006 = 91%). All consultation results are reviewed and used to inform the continual improvement of services. An E-PLUS Survey in relation to ICT facilities is to be carried out in Autumn 2008. A review of consultation processes is to be undertaken to identify any gaps in current activity. A timeframe for this is not yet confirmed.

To further review and develop service delivery 7 Service Improvement Groups are to be created covering Access and Inclusion, Books and Reading, Digital Citizenship, Services to Young People, Health and Well Being, Learning Development and Communication and Staff Development. An Inclusive Communities working group has been established within Culture and Tourism that includes representation from the Events Team.

A monitoring and evaluation process has been established to inform the planning of events for 2008/09. An evaluation framework has been developed and will be rolled out to specific events in 2008/09.The Library Service continues to review service delivery by building on existing and new partnerships. The Libraries Information Access Zone is now regularly used to deliver and promote customer services through a number of activities as part of a specific marketing campaign in respect of increasing number of active borrowers alongside its traditional role supporting lifelong learning.

The migration of the Library Management System (LMS) has provided a range of new online library services accessible 24/7 from any location including access to the Library Catalogue and online renewals and reservations. The service will seek to raise awareness of the range of services provided online.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The role of Library and Information staff is being reviewed and developed through the shared delivery of Customer Services; this will continue to be reviewed in line with CSC developments. Heritage remains a key focus with an increasing workload. Structural arrangements are currently being reviewed for 2008/09.

Libraries, Heritage and Events continue to work with the Directorate and Corporate Equality Working Groups to implement guidance and practice in relation to equality. Impact Needs Requirement Assessments (INRAs) have been completed for a range of policies and procedures, these will be reviewed to take account of the additional strands introduced into the Local Government Equality Standard. Key actions from INRA's include an ongoing requirement for staff training in relation to equality, equality training for partner organisations and consultation to inform the development of services. Further INRA's will be undertaken as future strategies, reports and plans develop. Key Actions from INRA's will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

Staff have completed levels 3 - 5 in the Corporate Leadership Programme and a member of staff is now enrolled on level 3. Three Staff have completed the National Vocational Qualification (NVQ) Level 3 Information Advice and Guidance programme to enable further 'next step' provision. Three staff have completed the FPM Training Organisation (the UK's main specialist provider of leadership and management training to public service managers) - Senior Managers Programme and 1 member of staff has completed the Future Leaders Programme both of which have been part funded by the Museum and Libraries Archive (MLA).

Future developments will include the introduction of a new Enquiry Work Training Package, a revised Induction Training Programme, the continuation of Frontline Training and the commencement of 'Their Reading Futures' trained aimed at supporting young people. The service will continue to participate in the corporate leadership programme and NVQ Information Advice and Guidance.

Library Staff have undertaken Performance Management Training and have continued to participate in the national 'Frontline' reader development training programme. Mini Summits and the Library Staff Forum have ensured staff participation in service development. Staff participation in service development will continue through the 7 new Service Improvement Groups.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

Library Performance Indicators and Standards are monitored on a quarterly basis and reported via Performance Management Workbooks and Directorate Performance Clinics. Developments will be monitored in respect of the evolving Corporate Performance Management Framework and the national review of Public Libraries performance frameworks.

The service has undertaken developmental work in respect of its indicators in the Culture Block of CPA, and implementation of the Library Management System has supported improvements in achieving performance targets. A 'Bag for Life' campaign was undertaken in 2007 leading to increased visitor numbers and issues. Further leaflets have been produced in line with the new corporate image strategy including opening hours, learning opportunities and summer activities. It will continue to target lower performing indicators concentrating on active borrowers and visitor numbers through a range of marketing activities to raise awareness and encourage active participation.

Investments in events continues to be a priority for the city with 296 days of events planned in the 2007 programme (161 days in 2006), including the Women's Great North Run, the International Airshow and the Christmas Market events.

The North East Purchasing Organisation (NEPO) Book contract has one further year to run and the service will participate in the regional review of the Book Procurement Project allied to national developments in Library Book Procurement.

The Risk Management Action Plan is reviewed on a quarterly basis in line with corporate requirements. The service will continue to review and identify actions relating to risk management and business continuity. Events work with the multi agency safety advisory group to ensure the safe planning of events in the city.

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

Developmental work has been undertaken in response to key findings from Public Library Service Standards. At the end of 2006/07 eight out of the ten elements of the public library standards were being met. This was an improvement of two additional standards from 2005/06 and was a result of additional funding being made available to support stock improvement. The library service is currently working towards the continued achievement of the additional two standards for 2007/08 also.

At 5,539, Library visitor numbers are below the public library service standard (PLSS) of 6,000 per 1,000 population (per year) however, performance is still mid range when compared to other metropolitan authorities. Satisfaction levels have improved to 93.1% and remain high however, this falls slightly short of the PLSS of 94%. The practicalities of achieving the standard have been recognised in the revised CPA model where the upper threshold has been set at 87.42% which places Sunderland's performance in the top threshold for this assessment framework.

Sunderland exceeds the standard level for other elements. Scheduled opening hours for libraries at 144 hours per 1,000 population (well above the standard of 128 hours per 1,000 population). All static libraries have access to electronic information resources connected to the internet. The number of electronic workstations available to users per 10,000 population is currently 8 which is above the standard level of 6.

The number of active borrowers is in the lower threshold at 16.3% (mid-threshold is 20.4%). This was a key area for improvement in 2007/08 and a marketing campaign and range of activities have been developed aimed at improving performance in this area. A continuing programme of development has been implemented, including an incentive campaign for customers who join the library and borrow to receive a free "Bag for Life". In addition, the Library Service is bringing its service out into the community engaging with the public through a range of promotional events and activities.

The Library Management System has been extended to all service points and further enhanced services introduced via the corporate web site, including 24/7 access to the Library Catalogue and online renewals and reservations. This enhancement has allowed compliance with PLSS 3 to be achieved, which is the percentage of libraries that have access to the internet and online catalogue for more than 10 hours per week.

Libraries are a key partner in the Service Transformation Programme. Shiney Row Customer Service Centre opened in November 2006 joining Hetton, Houghton, Sandhill and Bunny Hill in widening access to a range of council and partner services. Developments are now underway in partnership with the PCTP at Ryhope and Washington Town Centre, both of which are due for completion in 2008.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
The Service impacts upon a number of Sunderland Strategy Strategic priorities including SP2-Extending cultural opportunities (Emerging Theme ET5 - Attractive and Inclusive city), SP6 - Raising standards and improving access and participation in learning (ET4 - Learning city) and SP8-Creating inclusive communities (ET3 - Safe city) through its seven key service improvement areas: Access and Inclusion, Books and Reading, Digital Citizenship, Services to Young People, Health and Well Being, Learning Development and Communication and Staff Development. The service will ensure that its service improvement programme continues to link to strategic priorities and the council's corporate improvement objectives.

The Library service participates with and shares good practice with all partner organisations including the Local Strategic Partnership, Tyne and Wear Museums, Libraries Access Sunderland Scheme (LASH), Business Transformation Team and all other relevant agencies. It works closely with Sunderland University and the City of Sunderland College to deliver the LASH scheme. It works in partnership with other local authorities and NEPO through a regional Book Procurement Contract. The service will seek further opportunities for new partnership developments and projects and the sharing of good practice with partners to enhance service delivery.

The service is working with the Wearmouth-Jarrow Partnership toward the nomination of Wearmouth-Jarrow as a World Heritage Site in 2011, and to implement the Management Plan and Action Plan to maximise the benefits of World Heritage Site status for Sunderland (education, tourism, regeneration). For 2008/09 it will work with partners to develop, seek funding for and implement the Pre-Nomination Action Plan to improve the standard of presentation of the site to the local community and visitors, increase education and access to the site, and contribute to the physical regeneration of the City. It will seek opportunities to use Culture 10 funding to celebrate the international and cultural significance of the site for the people of Sunderland and visitors to the region.

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

A Community Health Project at Bunny Hill has been delivered with funding from the Primary Care Trust and MLA North East. Services and activities have supported substance misuse clients and enabled closer working with a range of health providers.

All marketing materials produced by the service continue to embrace the principles of the image strategy. A 'Bag for Life' campaign supported performance improvement by continuing to raise the profile of the Library Service therefore contributing to enhanced visitor numbers and book issues. New leaflets included Opening Hours, Learning Opportunities and Summer Activities. Libraries, Heritage and Events are promoted quarterly through the 'Switched On' publication.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 220	Composite Library Indicator (score based on compliance with Public Library Service Standard indicators)	2	4	3	No - Overall performance against library standards improved since 2005/06 but Indicator target short by 0.5 points	4	4
C2a PLSS 1	Proportion of households living within a specified distance of a static library	100%	100%	100%	Yes	100%	100%
C2b PLSS 2	Aggregate scheduled opening hours per 1,000 population for all libraries	141	141	144	Yes	141	141
C2c PLSS 6	Number of library visits per 1,000 population (formerly BVPI 117)	4835.5	5000	5539	Yes	6000	6150
C3a PLSS 3	% of static libraries providing access to electronic information resources connected to the internet	100%	100%	100%	Yes	100%	100%
C3b PLSS 4	Total number of electronic workstations available to users per 10,000 population	8.8	8.8	8	No - Slight decrease in total no of workstations due to withdrawal of College partnership but still above the PLSS of 6	8	8
C4	Active borrowers as a % of population	15%	20.8%	16.3	No - Active borrower figures maintained despite removal of duplication with migration of service points to the Library Management System and marketing campaign launched	19%	22%
C14a PLSS 7	% of library users aged 16 and over who view the service as very good or good	92.60%	94%	93.1%	No - Target missed by 0.9%	93.1%	93.1%

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
PLSS 8	% of library users aged under 16 who view their library service as good	77%	77%	77%	Yes	77%	77%
C11a PLSS 5	Libraries request for supply time:- 7 Days 15 Days 30 Days	53% 79% 96%	55% 80% 96%	58% 76% 91%	Yes	58% 78% 92%	59% 80% 94%
C11b PLSS 9	Annual items added through purchase per 1,000 population	176.8	190	219	Yes	202	219
C11c PLSS 10	Time taken to replenish the lending stock on open access or available for loan	7.8 days	7.5	6.7	Yes	7	6.7
C12a	Stock turnover - issues per 1,000 population / books per 1,000 population	6.1	6.8	Indicator withdrawn	n/a	n/a	n/a
C12b	Libraries stock level per 1,000 population	1332	n/a	Indicator withdrawn	n/a	n/a	n/a
C13	Cost per visit to libraries	£3.37	£3.15	£3.09	Yes	£3.15	£3.00

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Review and evaluate current performance framework to ensure that robust data can be collected in respect of updated Public Library Service Standards the new cultural targets that will replace Best Value Performance Indicators (BVPI's)	Evaluate new performance targets Review data collection processes as required Report data as required Identify key risks and implement service improvements	Monitor performance, identify key risks and implement service improvements	Monitor performance, identify key risks and implement service improvements	Cultural target outcomes that contribute to an 'excellent' performance in respect of new CAA requirements Improved Book Issues encourage more people in the City to read, enhancing literacy levels, creativity and wellbeing	CI03		AHCT (LHE)
Promote reading and active participation in reading activities through targeted campaigns and promotion of library membership	Increase active membership through marketing and promotion via: Active borrowers Campaign Bag for Life Campaign Outreach work within Community Encouraging participation with schools	Monitor active membership and undertake ongoing promotion of reading and library activities	Monitor active membership and undertake ongoing promotion of reading and library activities	Improved take-up of services and participation in reading and library activities Improving Literacy levels and enhancing wellbeing of the individual at no extra cost	SP2 CI01	5	AHCT (LHE)

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Maximise investment in events by supporting alternative, innovative ways of providing and encouraging inward investment into the city	Undertake continuous development work such as	Programme 2/3 outdoor music events at Herrington Country Park	Developing Live Music Initiatives	An Events Strategy Report completed	CI01 CI04 SP1 SP2	5	CLEC
	Plan at least two significant music events at Herrington Country Park		Developing and enhancing existing event programme And identifying new Festivals and Events	TyneWear Partnership funding secured for Herrington Country Park			HCT
	Work with Culture 10 to plan and prioritise added value at events and in partnership with Tyne and Wear Museums Service, National Glass Centre and Sunderland University	Work with Culture 10 to continue developing an innovative programme to add value to existing events		Planned programme of works to be carried out by March 2008 Enhanced programme of events supported by Culture 10 will increase participation, promote equality and inclusivity and enhance the well-being of Citizens across the City			CLEC

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

FINANCIAL

LIBRARIES

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	3,156,615	3,370,623	3,337,282	Employees	3,379,568
2	616,934	615,876	630,816	Premises	633,345
3	72,859	63,801	69,663	Transport	72,100
4	411,489	282,836	346,984	Supplies and Services	220,171
5	665,721	596,545	596,545	Materials Fund	638,090
6	124,119	131,385	155,621	Third Party Payments	159,027
7	58,325	0	0	Revenue Contributions to Capital	0
8	782,190	0	0	Delegated Budget c/fwd	0
	5,888,252	5,061,066	5,136,911		5,102,301
				Less Income	
9	47,131	64,196	64,196	Library Fines	67,407
10	128,020	131,301	131,301	Schools Library Service	134,584
11	395,243	295,496	360,762	Other Income	258,517
12	762,109	0	0	Delegated Budget b/fwd	0
	1,332,503	490,993	556,259		460,508
	4,555,749	4,570,073	4,580,652	**Delegated Budget**	4,641,793
				Non-Delegated Items	
13	143,722	80,470	101,412	Employees - FRS17 Pensions Adjustment	134,302
14	635,347	695,317	695,317	Central Support Service Recharges	729,992
15	31,642	31,404	31,404	Departmental Administration	36,054
16	1,017	1,066	1,066	Grounds Maintenance	1,082
17	130,707	140,085	140,085	Repairs and Renewals	156,992
18	229,490	229,490	292,105	Asset Charges	266,307
	1,171,925	1,177,832	1,261,389		1,324,729
				Less Income	
19	0	0	0	Internal Recharges	28,482
	1,171,925	1,177,832	1,261,389	**Non-Delegated Budget**	1,296,247
	5,727,674	5,747,905	5,842,041	**TOTAL BUDGET**	5,938,040
	140.0	152.5	152.5	**Total No. of Staff**	148.0

Responsible Budget Holder
Library and Arts Budget Manager

CULTURE AND LEISURE

LIBRARIES, HERITAGE AND EVENTS

HERITAGE (Including Fulwell Mill)

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	24,442	24,524	77,544	Employees	98,368
2	7,641	9,229	9,725	Premises	9,948
3	182	490	1,350	Transport	990
4	6,000	3,837	89,477	Supplies and Services	9,659
5	3,212	0	0	Delegated Budget c/fwd	0
	41,477	38,080	178,096		118,965
6	4,503	1,085	88,085	Less Income	7,135
	36,974	36,995	90,011	**Delegated Budget**	111,830
				Non-Delegated Items	
7	1,190	591	2,466	Employees - FRS17 Pensions Adjustment	3,632
8	7,568	7,596	7,596	Central Support Service Recharges	14,991
9	43,667	21,376	21,376	Repairs and Renewals	6,376
10	5,468	5,468	5,468	Asset Charges	5,468
	57,893	35,031	36,906	**Non-Delegated Budget**	30,467
	94,867	72,026	126,917	**TOTAL BUDGET**	142,297
	1.0	1.0	3.0	**Total No. of Staff**	3.5

Responsible Budget Holder
Library and Arts Budget Manager

EVENTS

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	220,015	210,687	213,660	Employees	238,731
2	65,991	5,200	24,653	Premises	7,858
3	27,820	21,534	21,534	Transport	25,184
4	721,333	309,456	465,255	Supplies and Services	497,530
5	2,947	0	0	Third Party Payments	2,922
6	4,931	0	0	Delegated Budget c/fwd	0
	1,043,037	546,877	725,102		772,225
7	614,002	316,232	489,031	Less Income	360,614
	429,035	230,645	236,071	**Delegated Budget**	411,611
				Non-Delegated Items	
8	9,817	4,613	5,756	Employees - FRS17 Pensions Adjustment	8,681
9	0	16,004	16,004	Central Support Service Recharges	20,256
	9,817	20,617	21,760	**Non-Delegated Budget**	28,937
	438,852	251,262	257,831	**TOTAL BUDGET**	440,548
	12.5	11.5	11.5	**Total No. of Staff**	12.5

Responsible Budget Holder
Project Development Manager

FURTHER INFORMATION

For further information about the service please see the Annual Library Plan, Local Heritage Strategy, Community and Cultural Services Detailed Service Plan 2008/09 or contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 5148420.

CULTURE AND LEISURE

TOURISM, MARKETING AND RESORTS

SERVICE ROLES AND RESPONSIBILITIES

Tourism

The primary aim of the service is to develop and promote Sunderland as a visitor destination. To achieve this aim the service:

- Develops and markets Sunderland as a visitor destination
- Positively positions Sunderland in the context of the Regional Tourism Strategy and ensures that the city plays an active role in Area Tourism Partnership activities
- Manages, develops and promotes the Tourist Information Centre in the context of the Regional Tourism Strategy
- Networks effectively with tourism businesses and organisations in Sunderland to encourage participation in tourism development and marketing initiatives and to increase awareness and take up of support available through the Area Tourism Partnership, Tourism Tyne and Wear
- Works to embed tourism into the agenda and aspirations for the city.

Marketing

The primary aim of the service is to market the services of the Community and Cultural Services (CCS) directorate. To achieve this aim the service:

- Provides the Community and Cultural Services Directorate strategic lead in the implementation of the image strategy and corporate approach to communications
- Develops and implements marketing and communications strategies and campaigns to support delivery of the strategic objectives of the services of Community and Cultural Services Directorate
- Produces the what's on guide, 'Switched On', three times a year which is delivered to all households.

Resorts

The primary aim of the service is to effectively manage the city's resorts. To achieve this aim the service:

- Manages the twin resorts of Roker and Seaburn
- Manages the council's water safety functions on all coastal and inland waters in Sunderland
- Provides strategic and operational support for the delivery of key major events and the development and implementation of the Sunderland Events Strategy
- Delivers a programme of community events throughout the city.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

The Marketing Service ensures that all communications from CCS comply with the Corporate Image Strategy and that messages are sufficiently customer focused and effective.

Development of the Legible City Project is ongoing. This will create Sunderland specific way finding solutions to improve the user's experience of the city, places and spaces. Work will continue to complete the framework in 2008/09 so that implementation can commence, a timeframe for this has not as yet been agreed.

Consultation has been carried out by an independent market research company in relation to the Summer Leisure Programme and Sunderland International Airshow. Findings from the research will be used to inform future planning, development and content of programmes.

The Resorts Service maintains a daily log of customer feedback throughout the summer season. This is analysed and informs continuous improvement in service delivery.

Feedback from users of cycle routes in Sunderland was analysed and used as evidence for the successful Single Programme funding bid for improvements to the end of the Coast to Coast (C2C) cycle route at Roker. Consultation will continue with users through to the completion of the project.

The Marketing Service develops sub-sites on the www.sunderland.gov.uk website for specific events and campaigns. Hits to the sites are monitored and evaluated. A new events website has been developed in line with corporate image guidelines and 'See Sunderland'. The site will provide opportunities for data capture that can be used to inform service improvement.

Customer focused improvements are being made to the 'Visit Sunderland' website. A regional e-platform for tourism is being rolled out across the region. This will provide data management, intelligence and monitoring systems, customer relationship management (CRM) systems and ultimately e-commence operability. The impact of customer focused improvements i.e. the 'Visit Sunderland' website will be monitored.

CULTURE AND LEISURE

TOURISM, MARKETING AND RESORTS

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Following a review of the Marketing Service a revised structure has been adopted in line with service priorities to provide enhanced service delivery.

Tourism, Marketing and Events continue to work with the Directorate and Corporate Equality Working Groups to implement guidance and practice in relation to equality. Impact Needs Requirement Assessments (INRA's) have been completed for a range of policies and procedures. Key actions from INRA's include an ongoing requirement for staff training in relation to equality, consultation to inform the development of services and improved monitoring procedures. Further INRA's will be undertaken as future strategies, reports and plans develop. Key actions will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

Tourism, Marketing and Resorts staff have participated in the Corporate Leadership Programme with staff achieving levels 3 and 4. The service will identify staff to participate in future courses as part of their personal development.

The Marketing Service has developed clear, relevant communications materials for services across the CCS directorate in line with the corporate image. The Sunderland Visitor Guide is produced annually and 'Switched On' is delivered to all households in Sunderland three times per year currently.

The service is undertaking extensive cross directorate work on a range of projects including Legible City, C2C, the Hotel Study and Seafront Strategy development.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Future planning of Tourism and Marketing activity is evaluated using customer feedback and market research activity. Baseline tourism statistics have been collated for Sunderland in line with regional and sub-regional procedures and the economic impact of tourism can now be measured through the annual Scarborough Tourism Economic Activity Monitor (STEAM) research.

There is ongoing development of the STEAM research programme and it is hoped that in future years it will be possible to benchmark Sunderland's tourism trends against other similar destinations.

The Resorts Service is benchmarked against other local authorities from the Humber to Berwick so that it can share and learn from best practice to inform continuous improvement in service delivery.

The Tourism Service is managing the council's accountable body role for the Area Tourism Partnership. Single Programme funding bids were successfully secured in 2006/07 and 2007/08 and a bid has been prepared for the three years from 2008/09 to further the work of the partnership. The service is playing a key role in the implementation and review of the Area Tourism Partnership's Management Plan and Business Plan.

The service undertakes regular reviews of its Risk Management Action Plan and Business Continuity Plans and implements any new actions arising from the reviews.

In the Mori Annual Residents Survey net satisfaction with 'Things to do in the evening' in Sunderland increased to 59% in 2006 compared to 58% in 2005 (38% in 2004). Satisfaction with Sunderland's beaches was 89% in 2006 compared to 88% in 2005.

Estimated costs of Tourism are upper median in 2007/08 when compared with other Metropolitan Authorities (upper quartile in 2006/07) and upper quartile

Annual STEAM Research for Sunderland provides trend information for 2004-2006. The Economic impact of tourism in Sunderland in 2006 was valued at almost £360m an increase of 3.5% over the 3 years. This includes revenue generated by people staying in serviced and non serviced accommodation, with friends and relations and day visitors and is based on expenditure on accommodation, food and drink, recreation, shopping and transport. Over the same period Tourist numbers have grown to 9.1m in 2006, an increase of 3.3%.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Tourism, Marketing and Resorts will enhance outcomes and support projects in relation to improving the quality of life in the city, economic prosperity, improving the environment, health and supporting children and young people.

CULTURE AND LEISURE

TOURISM, MARKETING AND RESORTS

Partnership working is an intrinsic element of service delivery. Key partners include the Sunderland Partnership Marketing Group, cultural providers, tourism businesses, One North East and other local authorities in Tyne and Wear, including the Coastal Regeneration Partnership with North Tyneside and South Tyneside Councils together with Sunderland University.

The Tourism Service manages the council's role as an accountable body for the Area Tourism Partnership and plays a key role in its ongoing development to maximise the benefits and opportunities for Sunderland.

The Marketing Service works with partners and sponsors on a number of campaigns that are all in the corporate image style and demonstrates the 'One City' approach.

The Tourism Service is actively supporting the development of the management plan and nomination document to secure World Heritage Status for Wearmouth-Jarrow, working with partners throughout Sunderland and South Tyneside and beyond.

Discussions are underway with the Royal National Lifeboat Institute (RNLI) regarding the future delivery of Lifeguard Services at Roker and Seaburn. Once investigations are completed a decision will be made as to whether a partnership will established with the RNLI for future delivery of lifeguard services.

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
OP1	Blue Flag Award for resort beaches of Roker and Seaburn	Roker / Seaburn	Roker / Seaburn	Roker / Seaburn	Yes	Roker / Seaburn	Roker / Seaburn
OP2	Seaside Award for resort beaches of Roker and Seaburn	Roker / Seaburn	Roker / Seaburn	n/a	This award is no longer in existence	n/a	n/a

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement 2008/09	2009/10	2010/11	Outcomes	CIO/ SP	ET	Lead Officer
Resorts Service - Review current practices in relation to cross directorate service delivery and propose ways of rationalising and improving services delivered at the seafront	Implementation plan developed for actions to rationalise and improve and enhance service delivery	Evaluate and review if necessary, action implementation	Ongoing implementation of actions	Improved delivery methods for services at the Seafront for the benefit of residents and visitors as well as Resorts operations	CI03 SP1 SP2 SP7	5	RDM
Tourism - Improve the visitor experience in line with the Sunderland Tourism Strategy Management Plan, and in context of the Regional Tourism Strategy and Tyne and Wear Area Tourism Management Plan	Begin Implementation of the Sunderland Tourism Management Plan's Action plan.

Develop action plan for the delivery of the Legible City framework and begin implementation | Evaluate and review if necessary actions - Implement the Sunderland Tourism Management Plan

Evaluate and review implementation of the Legible City framework | Ongoing Implementation of the Sunderland Tourism Management Plan

Ongoing delivery of the Legible City framework | Sunderland positioned as an attractive visitor destination

Contribute to city's economy through increased visitor numbers and spend | CI04 SP2 | 5 | AHCT (TMR)/ TDM |

CULTURE AND LEISURE

TOURISM, MARKETING AND RESORTS

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	**2009/10**	**2010/11**				
	Support the development of the Wearmouth Jarrow World Heritage Site nomination and implementation of the pre-nomination action plan	Ongoing Support for the development of the Wearmouth Jarrow World Heritage Site nomination and pre nomination actions	Support the Development and practice of the Wearmouth Jarrow World Heritage Site				
Develop clear, concise and fit-for-purpose communication materials in line with the city image guidance and brand values across the directorate and advise on bringing any outstanding items into the correct image style	Lead and co-ordinate Directorate Communication to ensure ongoing monitoring and evaluation and compliance with image guidance Provide a strategic approach to specific projects that maximise links across the council and further develop partnership working Effectively communicate council services by ensuring compliance with image guidance and brand values and that messages are Customer focused Support the achievement of key performance indicator targets	Monitoring and evaluation of communications to achieve strategic objectives and targets.	Ongoing development and review communications.	Effective participation by the directorate in supporting a 'One Council' approach to corporate communications and image All communications materials embrace the principles of the Image Strategy and make a positive impact on the reputation of the council and Sunderland Key performance indicators achieved	CI04 SP2	5	AHCT (TMR)/SMO

CULTURE AND LEISURE

TOURISM, MARKETING AND RESORTS

FINANCIAL

TOURISM AND RESORTS

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	527,940	538,983	551,648	Employees	558,375
2	42,494	39,314	40,960	Premises	40,709
3	23,838	26,016	25,948	Transport	28,490
4	530,025	168,138	198,063	Supplies and Services	181,584
	1,124,297	772,451	816,619		809,158
				Less Income	
5	429,928	76,578	106,578	Income	90,408
6	35,106	0	0	Delegated Budget b/fwd	0
	465,034	76,578	106,578		90,408
	659,263	695,873	710,041	**Delegated Budget**	718,750
				Non-Delegated Items	
7	20,479	10,641	13,277	Employees - FRS17 Pensions Adjustment	17,759
8	67,765	88,921	88,921	Central Support Service Recharges	98,421
9	101,789	101,024	101,024	Departmental Administration	115,987
10	96,196	51,251	51,251	Repairs and Renewals	66,866
11	33,553	36,691	36,691	Grounds Maintenance	36,170
12	20,923	19,152	17,009	Asset Charges	17,009
	340,705	307,680	308,173	**Non-Delegated Budget**	352,212
	999,968	1,003,553	1,018,214	**TOTAL BUDGET**	1,070,962
	20.0	19.0	19.0	**Total No. of Staff**	18.0

Responsible Budget Holder
Assistant Head of Culture and Tourism

CULTURE AND LEISURE

TOURISM, MARKETING AND RESORTS

MARKETING

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	155,021	161,446	183,231	Employees	188,620
2	764	1,091	935	Transport	1,091
3	65,251	50,366	116,774	Supplies and Services	47,889
	221,036	212,903	300,940		237,600
4	15,691	0	66,495	Less Income	0
	205,345	212,903	234,445	**Delegated Budget**	237,600
				Non-Delegated Items	
5	7,906	4,125	5,147	Employees - FRS17 Pensions Adjustment	7,987
6	37,952	38,436	38,436	Central Support Service Recharges	39,795
7	3,721	3,693	3,693	Departmental Administration	4,240
8	2,848	2,848	2,848	Asset Charges	2,848
	52,427	49,102	50,124		54,870
9	71,669	73,819	73,819	Less Income	75,295
	(19,242)	(24,717)	(23,695)	**Non-Delegated Budget**	(20,425)
	186,103	188,186	210,750	**TOTAL BUDGET**	217,175
	5.0	5.0	6.0	**Total No. of Staff**	6.0

Responsible Budget Holder
Assistant Head of Culture and Tourism

FURTHER INFORMATION
For further information about the service please see the Cultural Strategy, Tourism Management Plan, Community and Cultural Services Detailed Service Plan 2008/09 or contact Chris Alexander, Head of Culture and Tourism Tel (0191) 514 8420.

CULTURE AND LESIURE

MUSEUMS

SERVICE ROLES AND RESPONSIBILITIES

The primary aim of the service is to deliver high quality museum provision. To achieve this aim the service:

- Ensures that high quality museum provision is accessible to all of the community, regardless of ability, ethnic origin, religion, age, sexual orientation, social and economic status or political beliefs
- Maximises access to its outstanding collections and other resources, through research, scholarship, interpretation and innovative use of new technologies
- Develops, cares for and interprets material and information relating to the people, history, industry and environment of the North East
- Helps people explore and define their identities so enhancing their self-respect and their respect for others
- Seeks to provide an excellent service to all its users.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES

In 2007 the annual benchmarking survey reported that 98% of Sunderland Museum and Winter Gardens visitors interviewed were satisfied with their visit stating that they would recommend the attraction to family and friends. 75% of those interviewed had visited the Museum and Winter Gardens previously in the past 12 months, with 51% of these respondents having visited 5 times or more in this period. Research is now being carried out at Monkwearmouth Station Museum following reopening of the facility. The service will continue to undertake annual visitor research and will use findings to inform service improvements in order to maintain high levels of visitor satisfaction.

A review of internal signage is to be undertaken at Sunderland Museum and Winter Gardens as part of the 'legible city' initiative.

Sunderland Museums are involved in the national Public Catalogue Foundation project, which aims, eventually, to give digital access to all oil paintings held in public collections. A recent grant from the Northern Rock Foundation guarantees the publication of the volume dealing with Tyne and Wear Museums (TWM). The service will continue to update and develop the TWM website and will support Sunderland City Council web-based initiatives.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'

The service is provided to Sunderland City Council through a Service Level Agreement (SLA), staffing resources and workforce development are provided by TWM through the agreement. The SLA is rolled forward on an annual basis. Five Sunderland members attend the Tyne and Wear Museums Joint Committee. There is regular dialogue between key TWM officers and their counterparts in Sunderland City Council. These meetings ensure that there are opportunities for joint planning and delivery.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

Positive improvement in key performance indicators (PI's) will be delivered through continuous review of service provision including exhibitions, displays, learning, outreach programmes and their marketing. Hard to Reach Groups are targeted by the service, which, develops partnerships in pursuit of improved service delivery. Use will be made of additional resources available through the Regional Museums Hub, and additional grant funding as secured. TWM have a Senior Manager whose role it is to co-ordinate the collection of PI's and to ensure that all statutory requirements are met. PI's are reviewed annually to ensure that future targets are based on the principle, wherever possible, of a 2% improvement in performance.

Monkwearmouth Station Museum reopened to the public on the 4th August 2007. TWM will monitor the performance of the refurbished building to make sure that it is run as efficiently as possible.

Key service risks have been identified and a risk register submitted to the Tyne and Wear Joint Museums Committee in compliance with audit requirements. This is reviewed and updated as appropriate. A full emergency plan with risk assessment and management is in place to deal with emergencies within the museums and secure collections. Business continuity planning is in place and is reviewed regularly.

The triennial Best Value Performance Indicators (BVPI) General Satisfaction Survey undertaken in 2006 found that 64% of residents were satisfied with Museums and Galleries (BVPI 119c). This was the same as the last survey undertaken in 2003, and compares well with the single tier / county council average of 43% satisfaction, and a Metropolitan Authority average of 49%.

CULTURE AND LESIURE

MUSEUMS

The service remains upper quartile for visits / usages of museums per 1,000 population (BVPI 170a) in 2006/07 when compared to All England Authorities, but moved from upper to upper median quartile when compared to Metropolitan Authorities. The fall against Metropolitan Authorities can be partly explained by closure of Monkwearmouth Station Museum for refurbishment. For visits / usage in person - museums per 1000 population (BVPI 170b) the service remains upper quartile for 2006/07 when compared to both All England and Metropolitan Authorities. School pupil visits to museums (BVPI 170c) remains in the upper quartile for 2006/07 compared to both All England and Metropolitan Authorities.

Following investment of £1,007,000, Monkwearmouth Station Museum attracted 21, 852 visitors during its first two months of opening (from August 2007) and is on target to exceed its projected visitors for the first year of opening following refurbishment.

The service will monitor and continue to report performance indicators. It plans to deliver and promote exhibitions and learning programmes in order to maintain high levels of usage.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
During 2007/08 Sunderland Museums have provided opportunities for 107 volunteers to work in museums. Volunteers have been drawn from retired people, students and the BME community.

Programmes to support family learning have run throughout the school holidays and at weekends in 2007/08. From April -September 2007 97 family fun sessions were delivered with 10 - 40 participants.

Programmes such as Boogie Babies, PopTots and Railway Rascals have engaged families with pre-school children. From April-Sept 2007, 32 sessions were held with 1,271 participants. A SureStart group has been meeting weekly at MSM since September 2007.

The service will continue to offer volunteering opportunities at all Sunderland Museums and will deliver programmes of activities for families, including those with pre-school children.

Museums will sustain links with schools in Sunderland and other regional local education authorities to ensure that numbers of school children visiting Sunderland Museums will meet the target of 15,007 visits for 2007/08.

Museums has existing partnerships with Sunderland City Council, Northern Gallery for Contemporary Art (NGCA), Adult and Community Learning; and schools; the National Glass Centre; Sunderland University (including the Reg Vardy Gallery); Sunderland College; Surestart; and others to promote a coherent approach to strategic priorities.

Partnership projects delivering exhibitions and events during 2007/08 included: National Portrait Gallery - Pop Stars 1950s till Now exhibition (June - August 2007), University of Sunderland Design4Science: Year of Design (DOTT07) exhibition (September - October 2007), MLA - Remembering Slavery exhibition (September - November 2007), Natural History Museum, Shell Wildlife Photographer of the Year (December 2007 - January 2008), Sheffield Museums Trust - Whatever the Weather exhibition, (January - April 2008), National Museums Liverpool - Engaging Refugees and Asylum seeker project including Freedom touring exhibition and the AV Festival 2008.

Funding has been secured from Culture 10, through the Regional Museums Hub to develop and deliver a programme of events and activities focussing on links with China, Bede and Beijing which is taking place in spring 2008. The programme will include demonstrations of Chinese arts and crafts, dance and martial arts, a display featuring a major loan object from the Victoria and Albert Museum alongside TWM Chinese collections and artists' commissions, including one for Monkwearmouth Station Museum.

CULTURE AND LESIURE

MUSEUMS

PERFORMANCE INDICATORS

PI Ref	Description	2005/06 Actual	2006/07 Target	2006/07 Actual	Was target met? If not, why not?	2007/08 Target	2008/09 Target
BVPI 170a	The number of visits to / usages of local authority funded or part-funded museums per 1,000 population	1,421	1,387	1,465	Yes	1,502	1,583
BVPI 170b	The number of those visits to local authority funded, or part funded museums that were in person	1,146	1,117	1,189	Yes	1,220	1,296
BVPI 170c	The number of pupils visiting museums and galleries in organised school parties	15,389	10,720	17,050	Yes	15,007	15,307
BVPI 119c	The % of residents satisfied with museums and galleries	n/a	n/a	64%	n/s	Collected every 3 years	Collected every 3 years

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Promotion of community cohesion through a culturally diverse programme of exhibitions, learning and outreach work	Programme an exhibition about cultural identity in the North East Programme to include major exhibition of South Asian contemporary art. Programme to include exhibition linked to China with major outreach programme. Provide improved range of loans boxes for schools and community groups on faith and lifecycle issues	Major exhibition of South Asian contemporary art to be staged at Sunderland Museum and Winter Gardens. Major British Museum exhibition on China to shown at Sunderland Museum and Winter Gardens. Range of loans boxes to be reviewed and extended.	Programming of Open Space and World Art case to reflect community involvement and strategic planning for cultural diversity. Range of loans boxes to be reviewed and extended.	Increased number of visits from people from BME, Refugee and Asylum Seeker backgrounds Opportunities for diverse users to explore, express and define their identities. Development increased understanding of other cultures and of diversity issues in and amongst people of all backgrounds in Sunderland.	SP2 SP8	3 5	SC

CULTURE AND LESIURE

MUSEUMS

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Complete the refurbishment of Monkwearmouth Station Museum and re-engage/develop audiences	Review and develop audience development strategy	Project complete	Evaluate performance and impact and plan further developments in response to findings.	Historic building restored. Museum reopened. 45,000 visits p.a. 2050 school visits	SP1 SP2 SP6 SP8	3 5	SC
Improve provision for people with sensory impairment, including British Sign Language (BSL) users	Mainstream improved provision for BSL users by including provision for BSL users in regular programming	Review and extend provision to people with sensory impairment	Service in place to a high standard and subject to ongoing monitoring.	Increased take-up by blind and visually impaired people and BSL users	SP2 SP8	3 5	SC

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Sunderland Museums	
1	967,962	919,616	956,409	Direct Costs	924,335
2	(47,670)	(54,880)	(54,880)	Trading Account	(52,200)
	920,292	864,736	901,529		872,135
				Monkwearmouth Station Museum	
3	214,765	181,503	181,503	Direct Costs	188,823
4	0	(2,860)	(2,860)	Trading Account	(2,950)
	214,765	178,643	178,643		185,873
				Washington F Pit Museum	
5	33,496	40,144	40,144	Direct Costs	41,688
				Central Museum Costs	
6	295,404	316,848	316,848	(Includes the Directorate, Administration and Personnel, Lead Authority Support Services, Corporate Marketing and Commercial Activities and Accommodation at Blandford House)	333,761
				Apportioned Costs	
7	291,526	311,620	311,620	(Provision of specialist services e.g. Archaeology, Conservation, Natural Sciences, Transport, etc based on hourly units)	313,230
8	(292,690)	(307,120)	(307,120)	DCMS Grant	(307,120)
	1,462,793	1,404,871	1,441,664	**TOTAL BUDGET**	1,439,567

Responsible Budget Holder
Principal Librarian

FURTHER INFORMATION
For further information about the service please see the Tyne and Wear Museums Corporate Plan, North East Museums Hub Implementation Plan, Community and Cultural Services Detailed Service Plan or contact Helen White, Senior Manager Tel: (0191) 553 2323.

CULTURE AND LEISURE

THEATRE

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is ensure first class performing arts and entertainment for the citizens of Sunderland in partnership with Live Nation and the Sunderland Empire Trust. To achieve this aim the service:
- Contributes to the cultural identity of the city
- Secures a programme of world class productions in order to raise the profile of the city and contribute to the city's regeneration.

CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
Quarterly monitoring meetings take place with the Theatre Manager alongside quarterly Empire Theatre Trust meetings to ensure that complaints and compliments are monitored on a regular basis.

Reviews of the service are undertaken in line with the requirements of the Service Level Agreement (SLA). A new contract for ongoing operation of the theatre was agreed with Live Nation from spring 2007. The service will deliver and monitor recommendations once agreed that have arisen via internal audit regarding the partnership agreement with Live Nation.

Box office arrangements for the theatre (which include internet and telephone access) are delivered by an external contractor. Box office contractual arrangements are reviewed at the quarterly monitoring meetings. A box office refurbishment took place July 2007 to provide improvements for visitors that incorporated disability access.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
Staff at the theatre are employed by Live Nation. Staffing levels are maintained in line with the requirements of the Theatre Business Plan. Live Nation is responsible for all staff training and development.

The Equality Standard Impact Needs Requirement Assessment (INRA) process has been applied to all SLAs, including those with the Empire Theatre Trust and Live Nation and it will be an ongoing process in line with corporate requirements and Live Nation policies. The service will undertake development and assessment of equality training with Live Nation as outlined in the INRA summary for the Empire Theatre. Key actions will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL
Continuous performance management is undertaken via quarterly monitoring meetings and Theatre Trust meetings to monitor the quality and performance of the theatre.

The Empire Theatre is operated via Live Nation under a contract signed in 2007. Live Nation manages all procurement issues in relation to the Empire Theatre in partnership with Sunderland City Council and in accordance with the requirements of the local authority and the Empire Theatre Trust. Live Nation also manages all asset management issues associated with the Theatre on behalf of and in accordance with the requirements of Sunderland City Council and the Empire Theatre Trust.

Live Nation is included as one the local authority's significant partnership in the partnership register. A Risk Register has been developed to address any key risks identified and this is monitored on an ongoing basis.

The quality and visitor numbers to the theatre are monitored by the council. The number of performances continues to increase with 354 delivered throughout 2007 compared to 350 delivered throughout 2006. This is delivered through a diverse range of products incorporating dance, opera, musicals, local and community, educational and children's performances.

The triennial Best Value General Satisfaction Survey was undertaken in 2006. BVPI 119d 'the percentage of residents satisfied with theatres and concert halls' improved to 60% of residents satisfied, from 54% in 2003. This compares to a drop in satisfaction nationally for single tier /county councils by an average of 3%, with average satisfaction across these councils at 44%. The average satisfaction for Metropolitan Authorities is 46%. The service will continue to work with Live Nation to deliver further improvements in satisfaction.

CULTURE AND LEISURE

THEATRE

Sunderland City Council management and maintenance arrangements with Live Nation have enabled efficiencies in the Management fee to be realised over a number of years.

The 2008/09 budget was set taking account of efficiency savings totalling £36,000, in respect of the management contract for the Empire Theatre.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'
Sunderland City Council continues to work in partnership with Live Nation in order to ensure that the theatre is supporting the city's strategic priorities that include SP2 'Extending Cultural Opportunities' (Emerging Theme ET5 'Attractive and Inclusive city') and SP8 'Creating Inclusive Communities' (ET3 'Safe city'). Performance is reviewed via monthly monitoring and performance meetings. The service will ensure that Live Nation continues to deliver a wide and varied education and outreach programme. Quarterly reports monitor performance and an annual report shows theatre links to education. Education resource packs were produced for performances throughout 2006/07. In excess of 15 packs were produced and made available to schools. Average of 5 workshops and 7 activity sessions were delivered to schools and community groups.

The service is continuing to work with partners in the setting and management of performance targets between the partner organisations that include the City Council and the Empire Theatre Trust that are consistent with service delivery and the measurement of local impact. Performance is In line with the requirement of the theatre contract.

The Community and Cultural Services Marketing team work in partnership with Live Nation to maximise marketing and PR opportunities for the theatre and Sunderland City Council. It will seek to continue to promote and market high profile events and activities for the benefit of the theatre and the city.

PERFORMANCE INDICATORS
The service does not report against any key performance indicators.

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Work with the Empire Theatre to reinforce its potential as a key cultural venue for Sunderland	Continue to work in partnership with Live Nation to raise profile and performance of the Theatre Monitor contracts arrangements and ensure necessary action taken as/when necessary Look for opportunities for joint projects and potential developments in partnership with Live Nation	Ongoing partnership and development work to raise profile and performance of the Theatre and increase the number of events at and visits to the theatre	Ongoing partnership and development work to raise profile and performance of the Theatre and increase the number of events at and visits to the theatre	Ensure first class arts and entertainment for the Citizens of Sunderland Increase in satisfaction via the Annual Residents Survey Increased visits to the theatre Contribute to city's economy through increased visitor numbers and spend	CI04 SP2 SP8	5	AHCT (LHE)

CULTURE AND LEISURE

THEATRE

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	10,639	0	0	Premises	0
2	510,419	500,000	500,000	Empire Theatre Trust	464,000
3	154,767	0	0	Revenue Contributions to Capital	0
	675,825	500,000	500,000	**Delegated Budget**	464,000
4	10,639	0	0	Less Income	0
	665,186	500,000	500,000	**Delegated Budget**	464,000
				Non-Delegated Items	
5	329,878	329,878	332,973	Asset Charges	332,973
	329,878	329,878	332,973	**Non Delegated Budget**	332,973
	995,064	829,878	832,973	**TOTAL BUDGET**	796,973

Responsible Budget Holder
Library and Arts Budget Manager

FURTHER INFORMATION
For further information about the service please contact Chris Alexander, Head of Culture and Tourism Tel: (0191) 514 8420.

CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

SERVICE ROLES AND RESPONSIBILITIES
The primary aim of the service is to promote the development of arts within a broad social, cultural and economic context and support activity that reflects a wide range of different cultural interests and arts practice. To achieve the aim the service:
▪ Will support and promote cultural development, including diversity, excellence, access and creativity in the commissioning and development of arts programmes
▪ Supports the development of artists, arts organisations and creative small and medium scale enterprises
▪ Acts strategically to increase the representation of the arts as a part of wider public policy agendas
▪ Works with others in ways that support meaningful consultation, innovation, creativity, and effective delivery of arts in Sunderland.
▪
CORPORATE IMPROVEMENT OBJECTIVES

CORPORATE IMPROVEMENT OBJECTIVE 1: DELIVERING CUSTOMER FOCUSED SERVICES
The service has identified the following public arts priority projects that will benefit those who live in, work or visit Sunderland:
▪ Coast 2 Coast (C2C) Cycle Route at Roker beach with an objective to mark the end of the route with an art feature
▪ At the Empire Theatre Fly Tower to provide a visual enhancement scheme incorporating lighting and sculpture
▪ To mask the Gas vents screen at the Sunderland Aquatic and Wellness Centre at Stadium Park by providing a large sculptural project to replace the existing structure in front of swimming pool.
▪
Artists have been short listed for all three major commissions and will now present proposals to allow final selection to be made. Local residents and visitors to the City have been invited to comment on the Empire Theatre Fly Tower proposals. Their comments will be taken into consideration by the selection panel. The C2C and Gas Vents commissions will both involve consultation with local groups to ensure that the artists have a clear picture of the type of people using the facilities and the impact the artworks will have on the surrounding landscape.

The Northern Gallery for Contemporary Art (NGCA) undertakes ongoing customer questionnaires and encourages customer comments in relation to exhibitions. These comments feed into the planning of future exhibitions at the NGCA. Focus group consultation is undertaken to inform service developments, NGCA has identified families and students as future target audiences. The NGCA is working in conjunction with the National Glass Centre (NGC), Tyne and Wear Museums (TWM) and Reg Vardy Gallery (RVG) on an audience development project that will target families and students.

Following changes to the staffing structure of the service, significant emphasis has been placed on the need to provide and promote a suitable organisational structure to deliver an all-embracing arts programme. Following appointment of an Assistant Head of Culture and Tourism (Arts and Creative Development) and the confirmation of permanent contracts for Arts Development Officer and Arts Education/Outreach Officer and the appointment of a Public Art Consultant for a further two years the Arts Team is now in a more stable and productive situation. Development of a new Arts Strategy for Sunderland will provide a clear direction for the Arts Team over the next 3 - 5 years.

The NGCA and Arts Centre Washington (ACW) web sites undergo constant development and updating. This is updated on a regular basis. The ACW is currently in discussion with Corporate Communications with regards to its future branding.

CORPORATE IMPROVEMENT OBJECTIVE 2: BEING 'ONE COUNCIL'
A decision was made to appoint a Public Art Consultant for two years rather than try to fill the vacant Public Arts Officer post as it has proved difficult to recruit the right calibre candidate which reflects a national trend If the public art programme continues to develop over the next 4 years then we will be seeking to renew the contract.

The service will continue to review the delivery mechanisms for arts development and the NGCA and explore opportunities for cross departmental working as and when they occur.

Impact Needs Requirement Assessments (INRAs) have been completed for all areas of arts development and the NGCA. Key actions from the INRA's undertaken to date include ongoing provision for staff and volunteer training in relation to equality matters and to undertake consultation to inform future development of the service. This will be added to the corporate consultation database. Key Actions will be included in the Community and Cultural Services Detailed Service Plan 2008/09.

CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

Identification of future staff training requirements is undertaken via the corporate appraisal system. The Arts and Creative Development service will explore the possibility of work placements for schools and universities. Volunteering opportunities at ACW to build capacity in the arts sector is currently being explored.

The NGCA has used focus group consultation on a regular basis to provide information and feedback to inform development of the facility. Relevant channels of communication will be developed in line with the requirements of future projects. The development of a family area in the project space will enable more feedback from non-traditional user groups.

CORPORATE IMPROVEMENT OBJECTIVE 3: EFFICIENT AND EFFECTIVE COUNCIL

Whilst the service has no key performance indicators at present it is working with Arts Council England North East (ACENE) to develop specific indicators for the art sector. The new Performance Framework for Local Government and Local Authority Partnerships due to come into effect from the 1st April 2008 will include a target in relation to Engagement in the Arts. Work to develop the criteria for this target continues nationally through consultation with Arts Council England, DCMS Officers Group and the National Association of Local Government Arts Officers.

As part of Sunderland City Council's commitment to the regeneration and cultural development of Sunderland it is undertaking a Landmark Art Feature Project in partnership with Sunderland ARC and ACENE. All funding is in place and an artist has been commissioned. The artist completed his design and development phase of the contact in October 2007. Subject to approval of a 20 year maintenance schedule a planning application will be submitted in January 2008. Installation of the finished artwork is likely to be in May/June 2008 at Galleys Gill.

A Risk Management Action Plan has been developed, actions identified and these are reviewed quarterly. Action has been taken to reduce the number of risks in the action plan to nine (this includes two corporate risks).

A Business Continuity Planning Strategy has been implemented, which includes consideration of arts venues. The Arts and Creative development service discusses ongoing issues with the Health and Safety Officer as and when required.

This service area has been successful in securing external funding from various sources, including the Arts Council, in order to commission various art works and schemed. These monies have funded various exhibitions and activities, including art structures commissioned for the Shine Winter Festival, the Landmark Art Feature and various activities for the International Friendship Festival.

CORPORATE IMPROVEMENT OBJECTIVE 4: IMPROVING PARTNERSHIP WORKING TO DELIVER 'ONE CITY'

The Arts Team is currently re-evaluating its work and the way in which it engages with the strategic priorities of the city. The development and implementation of the new Arts and Creative Development Strategy for Sunderland will ensure that the work of the arts team is embedded across the Local Strategic Partnership's strategic priorities and emerging themes. In particular this will influence venue development, audience development, creative industries, public art and artform development - specifically music.

The Arts Team continue to nurture existing partnerships such as those with Sunderland ARC, the National Glass Centre, Creative Partnerships, The Forge, The Art Studio and ACENE whilst exploring the potential for new partnerships with Durham County Council Arts Development Team, Green Dragon Studios, Stockton and Youth Music. Through the Arts and Creative Development Strategy the arts team will have a clear strategic approach to partnership working.

The production of a new Arts and Creative Development Strategy for the city will provide an opportunity to produce a series of documents celebrating and promoting the work of the Arts and Creative Development Team. This is being developed within the framework of the Sunderland City Council Image Strategy.

PERFORMANCE INDICATORS

Arts and Creative Development does not have any key performance indicators at this time. The new Performance Framework for Local Government and Local Authority Partnerships due to come into effect from the 1st April 2008 will include a target in relation to Engagement in the Arts. The service will continue to monitor developments in respect of this.

CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

KEY ACTIONS FOR SERVICE IMPROVEMENT

Area for Improvement	Key Actions for Service Improvement			Outcomes	CIO/ SP	ET	Lead Officer
	2008/09	2009/10	2010/11				
Art on the Riverside	Installation of Landmark Art Feature at Galley's Gill Festival Park Develop an activity programme with and for young people prior to and following installation	Evaluate success of activity programme Seek to develop regular activity at the site. Work with developers to secure funding for programme of activity	Work with developers to secure funding for programme of activity	Landmark Art Feature that contributes to the regeneration of the City Increased awareness among young people regarding the contribution that art can make to regeneration	SP1 SP2 SP4	4 5	AHCT (A&CD)
Public Art Features	Installation of artwork for Stadium Park, Empire Theatre Fly Tower and Coast to Coast bicycle route Development of strategy to raise public consciousness of public art in Sunderland - past, present and future	Artworks incorporated into City's Public Art Audit and maintenance plan	Artworks incorporated into City's Public Art Audit and maintenance plan	Proposals for art features developed and installed, promoted and maintained Increased awareness of the impact of public art in the city	SP1 SP2	5	AHCT (A&CD)
Deliver an Arts Strategic Delivery Plan	Project complete and delivery plan implemented	Delivery Plan reviewed and implemented Delivery Plan will include detailed actions for Years 1 and 2 but will be updated annually to provide greater detail	Delivery Plan reviewed and implemented	Strategic delivery of arts services across all providers in Sunderland to provide clear direction for all arts services across the city	CI01 CI04 SP2 SP8	5	AHCT (A&CD)

CULTURE AND LEISURE

ARTS AND CREATIVE DEVELOPMENT

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	441,796	497,284	497,263	Employees	490,292
2	135,851	136,590	134,332	Premises	136,292
3	14,949	16,176	15,902	Transport	11,010
4	882,583	411,664	433,080	Supplies and Services	416,792
	1,475,179	1,061,714	1,080,577		1,054,386
				Less Income	
5	108,655	113,100	113,100	NGCA Contribution	115,245
6	87,313	90,813	90,813	Northern Arts Grant	75,813
7	451,168	164,125	167,886	Other Income	155,922
8	12,728	0	0	Delegated Budget c/fwd	0
	659,864	368,038	371,799		346,980
	815,315	693,676	708,778	**Delegated Budget**	707,406
				Non-Delegated Items	
9	19,646	11,567	14,355	Employees - FRS17 Pensions Adjustment	18,466
10	32,709	52,787	52,787	Central Support Service Recharges	61,736
11	1,828	2,206	2,206	Grounds Maintenance	2,242
12	63,809	48,946	48,946	Repairs and Renewals	41,748
13	54,000	54,000	96,109	Asset Charges	96,109
	171,992	169,506	214,403	**Non-Delegated Budget**	220,301
	987,307	863,182	923,181	**TOTAL BUDGET**	927,707
	16.0	18.0	18.0	**Total No. of Staff**	17.0

Responsible Budget Holder
Library and Arts Budget Manager

FURTHER INFORMATION

For further information about the service please see the Arts and Creative Development Strategy, Community and Cultural Services Detailed Service Plan 2008/09 or contact Chris Alexander, Head of Culture and Tourism Tel: 0191 514 8420.

CULTURE AND LEISURE

GRANTS TO COMMUNITY PROJECTS AND MISCELLANEOUS CONTRIBUTIONS

SERVICE ROLES AND RESPONSIBILITIES

Contributions that are made by the Local Authority to various regional bodies and community groups.

FINANCIAL

Ref No.	Actual 2006/07	Original Estimate 2007/08	Revised Estimate 2007/08		Estimate 2008/09
	£	£	£		£
1	18,585	18,585	18,585	Washington Wildfowl Trust	18,585
2	18,888	18,888	18,888	Bowes Railway	18,888
3	37,930	37,581	38,688	Heritage Grant	39,655
4	3,487	1,176	1,176	Other Grants and Contributions	1,176
5	28,347	29,196	29,196	Beamish Museum Grant	30,072
6	164,720	169,000	169,000	Tyne and Wear Archives Service Contribution	165,000
	271,957	274,426	275,533	**TOTAL BUDGET**	273,376

Responsible Budget Holder
Library and Arts Budget Manager

CULTURE AND LEISURE

TRADING OPERATIONS

TRADING SERVICE ARRANGEMENTS
The following pages set out the detail of the trading services budgets operated by Culture and Leisure.

Since April 2001, these services have been operated in accordance with the trading services arrangements adopted by the council following the abolition of Compulsory Competitive Tendering, details were reported to Cabinet in July 2001. The arrangements are in accordance with the Best Value Accounting Framework to ensure clarity in reporting performance of trading operations and provide for:
- Identification of each trading service activity as part of the budget setting, monitoring and final accounts processes
- Adoption of special 'ground rules' for monitoring and reacting to the performance of each trading activity within the council including quarterly reports of financial performance to Cabinet.

The following trading services budget pages identify:
- The details of the service budget
- The net surplus or deficit on the trading activity or net cost of service, as appropriate
- Where appropriate either:
  - a contribution to the Main Service budget as a result of generating a surplus or
  - a contribution required from the Main Service budget as a result of operating at a deficit.

The value of the 'contribution to or from the Main Service budget' is contained within the relevant main service budget page.

CULTURE AND LEISURE

TRADING OPERATIONS – LEISURE MANAGEMENT

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Leisure Management are included in the Sports and Leisure service (Page 585).

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	4,947,914	5,100,135	5,183,140	Employees	5,205,990
2	1,521,406	1,819,636	1,684,192	Premises	1,850,972
3	23,553	29,271	28,134	Transport	24,982
4	782,661	846,623	821,196	Supplies and Services	895,038
5	63,893	59,748	59,748	Third Party Payments	60,923
6	20,135	0	0	Revenue Contributions to Capital	0
	7,359,562	7,855,413	7,776,410		8,037,905
				Less Income	
7	4,215,585	5,073,182	5,031,783	Income	5,476,661
8	33,000	0	0	Delegated b/fwd	0
	4,248,585	5,073,182	5,031,783		5,476,661
	3,110,977	2,782,231	2,744,627	**Delegated Budget**	2,561,244
				Non-Delegated Items	
9	148,201	87,510	106,488	Employees - FRS17 Pensions Adjustment	160,474
10	134,117	116,407	116,407	Central Support Service Recharges	237,412
11	162,685	134,687	134,687	Departmental Administration	152,208
	445,003	338,604	357,582	**Non-Delegated Budget**	550,094
	3,555,980	3,120,835	3,102,209	**Deficit of Trading Activity**	3,111,338
	(3,555,980)	(3,120,835)	(3,102,209)	**Contribution from Main Service**	(3,111,338)
	151.0	152.0	152.0	**Total No. of Staff**	142.5

Responsible Budget Holder
Assistant Head of Community Services (Sport and Leisure)

CULTURE AND LEISURE

TRADING OPERATIONS – ALLOTMENTS

SERVICE ROLES AND RESPONSIBILITIES

Service roles and responsibilities for Allotments are included in the Parks, Open Spaces and Grounds Maintenance service (page 602).

FINANCIAL

Ref No.	Actual 2006/07 £	Original Estimate 2007/08 £	Revised Estimate 2007/08 £		Estimate 2008/09 £
				Delegated Items	
1	20,169	29,406	29,542	Employees	32,248
2	50,748	43,907	43,917	Premises	43,958
3	10,774	10,840	10,840	Supplies and Services	10,840
4	1,588	0	0	Third Party Payments	0
5	2,365	0	0	Delegated Budget c/fwd	0
	85,644	84,153	84,299		87,046
6	50,369	52,119	52,119	Less Income	54,725
	35,275	32,034	32,180	**Delegated Budget**	32,321
				Non-Delegated Items	
7	1,074	0	0	Employees - FRS17 Pensions Adjustment	0
8	1,424	3,042	3,042	Central Support Service Recharges	10,255
9	42,135	66,477	66,477	Repairs and Renewals	61,764
10	9,969	9,969	9,969	Asset Charges	9,969
	54,602	79,488	79,488	**Non-Delegated Budget**	81,988
	89,877	111,522	111,668	**Deficit of Trading Activity**	114,309
	(89,877)	(111,522)	(111,668)	**Contribution from Main Service**	(114,309)
	1.0	1.0	1.0	**Total No. of Staff**	1.0

Responsible Budget Holder
Head of Environmental Services

CAPITAL PROGRAMME

CAPITAL PROGRAMME 2007/08 TO 2011/12

Summary of Programme

Expenditure by Portfolio	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments				
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
Leader / Deputy Leader	14,649	8,405	3,130	3,114			
Resources	10,394	6,889	2,350	1,155			
Children's Services	205,888	29,033	18,760	91,923	47,915	14,780	3,477
Adult Services	5,413	534	1,614	1,369	682	607	607
Planning and Transportation	95,667	40,454	14,074	15,024	8,938	8,577	8,600
Housing and Public Health	29,396	5,587	5,295	5,149	4,455	4,455	4,455
Neighbourhood and Street Services	1003	92	61	850			
Regeneration and Community Cohesion	15,388	4,010	6,080	5,298			
Culture and Leisure	48,727	18,777	13,184	8,593	8,173		
Contingencies	3,580			529	921	2,130	
TOTAL CAPITAL EXPENDITURE	**430,105**	**113,781**	**65,077**	**133,396**	**72,293**	**28,419**	**17,139**

Contingency Capital Progamme 2008/09	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments				
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
EXPENDITURE **Resources**							
Business Transformation Projects	2,500			529	516	1,455	
Core ICT Systems - Cash Receipting and SAP Archiving	405				405		
Barnes Park Development	675					675	
TOTAL CAPITAL EXPENDITURE	**3,580**			**529**	**921**	**2,130**	
FINANCING **From Internal Sources** Revenue Contributions							
- General Fund	3,205			529	921	1,755	
Capital Receipts	375					375	
TOTAL FINANCING	**3,580**			**529**	**921**	**2,130**	

CAPITAL PROGRAMME

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
From External Sources					
Loans					
- Supported Capital Expenditure (Revenue)	7,187	11,707	8,730	6,738	6,524
- Unsupported Capital Expenditure (Revenue)	1,125	246			
Government Grants					
- Disabled Facilities	842	750	750	750	750
- DCFS	281	215	174	174	
- DWP	50				
- DOH Improving Care Homes for Older People	525				
- DCMS	20				
- DEFRA	5				
- Sure Start	3,101	1,463	1,045	1,050	
- Social Services IT	166	229			
- Single Housing Investment Pot	2,938	3,751	3,135	3,135	3,135
- Neighbourhood Renewal	1,159	1,000			
- Coast Protection	35	39			
- New Deal For Communities	(1,845)	639			
- Safer Routes to Schools	15				
- Spaces for Sport	100				
- Modernisation Fund	1,358	741			
- Standards Fund	7,472	8,090	10,104	11,844	2,000
- Building Schools for the Future	2,533	71,480	32,457		
- Transport Supplementary Grant	5,952				
- Transport Grant	1,353	3,760	3,577	3,848	3,850
- Transport Grant - Section 31		1,600	400		
- Youth Opportunities Fund	25				
National Lottery	153	1,352	229		
Heritage Lottery Fund	335		250		
European Grants	3,619	888			
Grants from Other Public Bodies					
- One North East	304	1,400			
- Single Programme	5,025	5,648	586		
- Sport England	2,175				
- Football Foundation	165				
- English Partnerships	815				
- Primary Care Trust	272	544			
- CAHMS	235				
- Nexus	338	400			
- Tyne and Wear Museums	84				
Other External Funding	218	381			
Total External Sources	**48,135**	**116,323**	**61,437**	**27,539**	**16,259**
From Internal Sources					
Revenue Contributions					
- General Fund	2,407	5,951	7,286	570	570
- Children's Services	112	133	50	50	50
- Adult Services	412	627	370	260	260
- Community and Cultural Services	372	20			
- Development and Regeneration	53	30			
- Repairs and Renewals	28				
- Strategic Initiatives Budget	246	30			
- Insurance Fund	298	30			
- Delegated Surplus	267				
Capital Receipts	9,444	5,261	2,774		
Reserves					
- Strategic Investment Reserve	3,160	4,991	376		
- Port Insurance Reserve	208				
- Repayment to Balances	(65)				
Total Internal Sources	**16,942**	**17,073**	**10,856**	**880**	**880**
TOTAL CAPITAL FINANCING	**65,077**	**133,396**	**72,293**	**28,419**	**17,139**
* Cumulative revenue cost of loans funded by Supported Capital Expenditure (Revenue)	180	753	1,409	1,870	2,221

LEADER / DEPUTY LEADER
CAPITAL PROGRAMME

CAPITAL PLANNING OBJECTIVES AND LINKS TO STRATEGIC PRIORITIES

The Leader / Deputy Leader capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of;

- Developing customer focused services (CIO1)
- Improving partnership working to deliver 'one city' (CIO4)
- Creating a prosperous city (SP1)
- Extending cultural opportunities (SP2)
- Improving health and social care (SP4)
- Reducing crime and disorder and the fear of crime (SP5)
- Raising standards and improving access and participation in learning (SP6)
- Developing an attractive and accessible city (SP7)
- Creating inclusive communities (SP8)

It aims to do this through:

- Economic Development by promoting a diverse and prosperous economy that provides secure and rewarding job opportunities for all residents by developing an entrepreneurial culture, a highly skilled workforce, and a 21st century physical and support infrastructure (SP1)
- Promoting wellness, tackling poor health and improving access to and the quality of services through Bunny Hill Customer Service Centre. Particularly for those groups and communities who are currently underserved by the NHS and LA and achieving a greater balance between primary, secondary and tertiary care (CO1, SP2 and SP4)
- Creating an environment where people feel safe by tackling fear of crime and anti-social behaviour by all Customer Service Centres having free access to the anti-social behaviour helpline (SP5)
- Reducing hate crime and domestic violence by all Customer Service Centres having free access to the hate crime reporting helpline (SP5)
- Raising opportunities so that adults (19+) can improve literacy, numeracy, ICT skills and access training, employment and higher education with all Customer Service Centres offering delivery of the Children's Information Service (CIO 1 and SP6)
- Achieving a step change in the quality, pace and scale of physical regeneration through a strategic property review and the Customer Service Centre network (SP7)
- Promoting inclusion by challenging existing structures, policies and practice by encouraging the engagement of all communities - CSCN, Mobile CSC and Mediated Community Access (CIO 1 and SP8).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Rainton Bridge Strategic Site development - Investment in site development has provided necessary infrastructure to complete the Business Park, which is anticipated to eventually attract investment totaling £100m and generate more than 4,000 high quality jobs (SP1)
- Non Assisted Service Points have enabled customers to access services over the telephone or via the internet (CIO1 and SP8).

KEY MEDIUM TERM CAPITAL INVESTMENT PRIORITIES

- Developing measures to increase the level of business activity and stimulate sustainable economic interest and investment in the City (SP1)
- Providing support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth (SP1)
- Providing proactive and reactive support and assistance to secure direct investment and re-investments within the City to create and safeguard local jobs (SP1)
- Promoting physical and infrastructure improvements for business growth (SP1)
- Agreeing Customer Service Strategy including principles for service migration (CIO1)
- Engaging with consultants to complete the accommodation workspace strategy (CIO4).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL (CIO3)

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Maximising external funding
- Work with internal and external partners to improve services for local businesses
- Efficiencies will be achieved through improved procurement techniques and monitoring arrangements
- The delivery of integrated customer services supports VFM by increasing first point of contact resolution, leading to less signposting and increased efficiency
- Multi-skilling staff and integrating multiple reception points in to one will also ensure improved and more efficient services delivery.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD
Ongoing Commitments
- Doxford Park Customer Service Centre will seek a revitalisation and reconfiguration of the existing library to incorporate a new customer service desk, confidential interview space and increased library storage (CIO1, SP1 and SP8)
- Ryhope Customer Service Centre will create a customer service centre reception with confidential and semi-confidential interview space, a new Library and touchdown zone combined in the same building as a new commercial pharmacy and a refurbished/reconfigured Health Centre. (CIO1, SP1, SP4 and SP8)
- Provision for Economic Development will enable the Council to respond quickly and positively to economic issues and opportunities that support job creation activities in the City (SP1)
- Washington Customer Service Centre this will incorporate a new customer service reception point, with confidential and semi-confidential interview space, with an integrated reception for Council, Housing Group and Jobcentre Plus (CIO1, CIO4, SP1, and SP8)
- A purpose built mobile customer service centre is planned to compliment the existing fixed customer service provision across the city. The unit will be fitted with satellite communications equipment to ensure that connection to the Corporate Network from all parts of the City is possible. The unit will be flexible enough to operate as an ambassador vehicle for corporate events (such as the Sunderland Air Show and the International Festival of Kites). The unit will be staffed with fully trained Customer Service Staff who will be able to answer a full range of enquiries about a wide range of Council services (SP1 and SP8).

New Starts
- Provision for Economic Development will enable the Council to respond quickly and positively to economic issues and opportunities that support job creation activities in the City (SP1)

LEADER / DEPUTY LEADER
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	13,049	8,405	2,476	2,168				201
Projects Commencing 2007/08	800		654	146				
Projects Commencing 2008/09	800			800				
Projects Commencing 2009/10								
Projects Commencing 2010/11								
Projects Commencing 2011/12								
TOTAL CAPITAL EXPENDITURE	**14,649**	**8,405**	**3,130**	**3,114**				**201**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)					
Grants from Other Public Bodies					
- One North East	255				
- Primary Care Trust	272	544			
Total External Sources	**527**	**544**			
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	892	946			
- Property Services	28				
- Strategic Investment Budget	31				
Reserves					
- Strategic Investment Reserve	1,646	1,624			
Capital Receipts	6				
Total Internal Sources	**2,603**	**2,570**			
TOTAL FINANCING	**3,130**	**3,114**			

LEADER / DEPUTY LEADER
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
	CITY BUSINESS AND INVESTMENT TEAM									
MAN/012	Rainton Bridge E Business Centre	J Snaith	6,805	6,550	255					
MAN/029	Provision for Economic Development 2005/06	J Snaith	1,135	1,073	62					
MAN/115	Provision for Economic Development 2006/07	J Snaith	800	618	182					
	STRATEGIC CHANGE MANAGEMENT-PEOPLE FIRST									
MAN/109	Doxford-Customer Service Centre	D Smith	180			180				40
MAN/110	Ryhope-Customer Service Centre	D Smith	2,277	138	1,800	339				60
MAN/111	Washington-Customer Service Centre	D Smith	1,672	18	134	1,520				66
MAN/112	Non-Assisted Service Points at Extended schools	D Smith	50	7	43					
MAN/114	New Mobile Unit	D Smith	130	1		129				35
TOTAL CONTINUING PROJECTS			**13,049**	**8,405**	**2,476**	**2,168**				**201**
	Projects Commencing 2007/08									
	CITY BUSINESS AND INVESTMENT TEAM									
MAN/115	Provision for Economic Development 2007/08	J Snaith	800		654	146				
TOTAL PROJECTS COMMENCING 2007/08			**800**		**654**	**146**				
	Projects Commencing 2008/09									
	CITY BUSINESS AND INVESTMENT TEAM									
MAN/120	Provision for Economic Development 2008/09	J Snaith	800			800				
TOTAL PROJECTS COMMENCING 2008/09			**800**			**800**				
TOTAL CAPITAL PROGRAMME			**14,649**	**8,405**	**3,130**	**3,114**				**201**

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Resources capital programme will contribute towards meeting Sunderland's strategic priorities of;

- Creating a prosperous city (SP1)
- Developing an attractive and accessible city (SP7)
- Developing customer focused services (CIO1)
- Improving Partnership working to deliver 'one city' (CIO4).

It aims to do this through:

- Promoting a diverse and prosperous economy providing secure and rewarding job opportunities for all which local people are able to access (SP1)
- Helping new and existing local businesses create new jobs, be competitive and invest in the future (SP1)
- Ensuring Sunderland is at the forefront of securing the benefits offered by advances in Information Technology (SP1)
- Supporting economic development by providing a range of sites, premises, transport and electronic networks (SP1)
- Developing an attractive and accessible city (SP7).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- New fire alarm system installed in the civic centre
- Adaptations to the Highways and Traffic offices on the third floor of the civic centre to address overcrowding and health and safety issues.

KEY MEDIUM TERM PRIORITIES

- Increase the number of new business start-ups and small business operating locally and improve their survival rates (SP1)
- Ensure the provision of additional development sites and suitable premises to fill gaps in the City's property portfolio (SP1)
- Continue to support plans for the regeneration of the City Centre and River Corridor (SP1)
- Continued implementation of the Asset Management Plan (CIO1 and SP7).

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY (CIO3)

- The provision of a new HR and Payroll system will ensure a quicker and potentially more accurate recording of information
- The investment in the voice and data network is producing significant revenue savings in terms of reduced line rentals
- The investment in Business warehousing will produce a seamless electronic purchasing process
- The disposal of surplus Council land and property will result in capital receipts which will in turn attract interest that will be used to offset operational costs. The reduction in Council land and property holdings will also result in a better range of fit for purpose buildings with reduced running costs as well as reducing the Council's liabilities.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Capital investment in voice and data network to provide a digital network capable of transmitting both data and voice communications. This is necessary to improve the performance of ICT systems thereby allowing the Council to respond more efficiently and effectively as service delivery needs change (SP1)
- Complaints and Freedom of Information Act - a computer system is required to effectively deal with complaints and requests for information under Act (SP1)
- SAP Reporting -Business Warehousing-this new IT system will introduce more controlled procurement and further increase electronic processes into the purchasing system.(SP1)
- Continue programme of modifications to council buildings including a lift refurbishment programme to ensure compliance with the Disability Discrimination Act (CIO1and SP7)
- Rebuilding of Ryhope Cricket Club Clubhouse following fire damage (SP7).

New Starts

- A review of disaster recovery systems for core corporate IT systems will lower the extent of system downtime and lower the risk of data loss
- Extending the pilot scheme for flexible working solutions will generate efficiency savings through greater productivity and savings in respect of office accommodation through improved property rationalisation.

RESOURCES
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	8,946	6,889	1,132	925				10
Projects Commencing 2007/08	1,248		1,218	30				(8)
Projects Commencing 2008/09	200			200				
Projects Commencing 2009/10								
Projects Commencing 2010/11								
Projects Commencing 2011/12								
TOTAL CAPITAL EXPENDITURE	**10,394**	**6,889**	**2,350**	**1,155**				**2**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)					
- Unsupported Capital Expenditure (Revenue)	275	246			
Government Grants					
- DWP	50				
Total External Sources	**325**	**246**			
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	602	484			
- Delegated Surplus - D and R	267				
- Insurance Fund	278	30			
Reserves					
Capital Receipts	878	395			
Total Internal Sources	**2,025**	**909**			
TOTAL FINANCING	**2,350**	**1,155**			

RESOURCES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
	CITY CENTRE DEVELOPMENTS and LAND AND PROPERTY									
EDT/091 /139	Disabled Access to Council Buildings	C Clark	900	635		265				
EDT/171	Civic Centre Fire Alarms	C Clark	250	184	66					
R/001	Office Accommodation Review Ph1	C Clark	276	179	97					10
	ICT									
MAN/022	Improvements to Voice and Data Network	S Williams	1,840	1,319	275	246				
MAN/024	HR and Payroll	S Stanhope	2,360	2,084	276					
MAN/026	Complaints and Freedom of Information Act	R Rayner	110			110				
MAN/027	Remote Access - Home Working	S Williams	100	55	45					
MAN/028	Revenues and Benefits	F Brown	2,237	2,075	162					
MAN/121	E Commerce Strategy-EBP Module of SAP	F Brown	569	358	211					
MAN/122	SAP Reporting-Business Warehousing	F Brown	304			304				
TOTAL CONTINUING PROJECTS			**8,946**	**6,889**	**1,132**	**925**				**10**
	Projects Commencing 2007/08 **CITY CENTRE DEVELOPMENTS and LAND AND PROPERTY**									
R/003	Civic Centre Security Door System	C Clark	20		20					
R/002	Office Accommodation Review Ph2	C Clark	735		735					
R/003	Office Adaptations - Highways and Traffic	R Smith	155		155					
R/004	Ryhope Cricket Club	C Clark	308		278	30				
	ICT									
MAN/115	E Democracy	R Rayner	30		30					
TOTAL PROJECTS COMMENCING 2007/08			**1,248**		**1,218**	**30**				
	Projects Commencing 2008/09 **ICT**									
MAN/118	ICT Disaster Recovery	S Williams	100			100				80
MAN/119	Flexible Working Solutions	S Williams	100			100				(88)
TOTAL PROJECTS COMMENCING 2008/09			**200**			**200**				**(8)**
TOTAL CAPITAL PROGRAMME			**10,394**	**6,889**	**2,350**	**1,155**				**2**

CHILDREN'S SERVICES
CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Capital investment is clearly linked to school improvement and to the LA's strategic priorities as set out in the Children and Young People's Plan and to deliver on school improvement priorities arising out of the Raising Standards Plan over the period 2008/09. Prioritisation is facilitated by the condition, suitability and sufficiency strands of the LA's Asset Management Plan (AMP).

The Children's Services capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of:
▪ Delivering customer focused services (CIO1)
▪ Improving partnership working to deliver 'one city' (CIO4)
▪ Extending cultural opportunities (SP2)
▪ Improving the quality choice and range of housing (SP3)
▪ Improving health and social care (SP4)
▪ Reducing crime and disorder and the fear of crime (SP5)
▪ Raising standards and increasing participation in learning (SP6)
▪ Developing an attractive and accessible city (SP7)
▪ Creating inclusive communities (SP8).

The new national outcome and indicators of:
▪ Achievement of at least 78 points across the Early Years Foundation Stage (EYFS) with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy (NI 72)
▪ Number of Extended Schools (NI 88)
▪ Narrowing the gap between the lowest achieving 20% in the EYFS Profile and the rest (NI 92)
▪ Number of Sure Start Children's Centres (NI 109)
▪ Raise the educational achievement of all children and young people (PSA 10)
▪ Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers (PSA 11).

The Children and Young People's Plan (CYPP) Priorities of:
▪ Achieving their education (CYPP priority 7)
▪ Enjoy sport, leisure and play (CYPP priority 8).

It aims to do this through:
▪ The Children's Services AMP, which contains updated information about the condition, suitability and sufficiency of all school buildings. The school building condition drives the amount of Modernisation Grant allocated by the Department for Children, Schools and Families (DCSF) (SP6)
▪ Developing a Primary School Strategy for Change affecting a locally agreed action plan for the re-building and / or major refurbishment of up to 50% of its primary schools to begin from 2009/10 (SP6)
▪ The School Place Planning Review will identify future priorities for capital investment, taking into account the current pupil roll and birth rate trends (SP6)
▪ Schools being allocated devolved capital from Standards Fund. The LA provides support to schools in assisting them in planning this expenditure to achieve school and LA development priorities (SP6)
▪ Building Schools for the Future (BSF) providing a strategic and transformational approach to capital investment in secondary schools (SP7)
▪ As part of BSF, the building programme to create three Academies with Lead Sponsors (Gentoo, Northumbrian Water and the Leighton Group) secures collaboration, innovation and diversity e.g. the 'Sunderland Model' (CIO4 and SP6)
▪ Phase 3 development of Children's Centres plan 2008 - 10 will be developed to enable citywide provision of Children Centre services. DCSF require 2 new Children's Centres to be developed. (NI 109) (CYPP priority 7 SP6)
▪ EYFS capital investment plan will be developed to improve the quality of learning environments in early years settings, improve access for disabled children in early years settings and support the flexible provision of the 3 + 4 year olds entitlement to nursery education. (PSA10 NI 72, PSA11 NI92, CYPP priority 7, SP6)

CHILDREN'S SERVICES
CAPITAL PROGRAMME

- Extended Schools capital investment plan (2008-2011) will be developed to support the provision of Extended Schools core offer (N188, CYPP priority 8)
- Partnership working which is key to making right investment choices and to supporting the wider regeneration agenda in Sunderland (SP7 and CIO4)
- Providing young people leaving care with a residential resource, a direct access hostel and further developing supported lodgings (SP4).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Children's Centre's Phase 2 Programme - the aim to deliver 5 facilities within phase 2 of the Children's Centre programme has been achieved within budget. The Children's Centres are providing integrated early childhood services in disadvantaged areas of the City for 0-4 year olds and their families (SP6)
- Three/Four Year Extended Flexible Offer - Work was carried out within 29 School nurseries to bring their facilities up to Day Care Standards, in order that they could meet the extended flexible hours (SP6)
- Up to 28 schools have benefited from the Children's Services Access Initiative Budget which has been used to improve facilities for disabled pupils accessing mainstream school provision (SP6)
- Oxclose was the first school in Sunderland to be improved through BSF. Approximately £11m has been spent to provide significantly enhanced facilities for this specialist visual and performing arts college (SP6)
- 25 schools have been able to provide the extended schools core offer through the completion of capital works 2006-2008 (SP6).

KEY MEDIUM TERM CAPITAL INVESTMENT PRIORITIES

- To address the most urgent condition priorities, health and safety work and major capitalised repair as identified from Children's Services AMP data (SP6)
- 'Building Schools for the Future' (government strategy is to rebuild or renew all secondary schools within the next 10-15 years). Sunderland LA is in Wave 1 of BSF and the Phase 1 programme will provide new or significantly refurbished schools in Sunderland North, West and Washington. The total cost of the programme (including Phase 2, commencing 2012 at the earliest) is estimated to be approximately £240 million. The BSF and Academies programme will provide the platform for transforming secondary education and for creating state of the art ICT and vocational facilities (CIO1 and SP7)
- Plan strategic Business Case for Wave 2 BSF, in the context of School Place Planning for the Future review (CIO1 and SP7)
- To successfully complete in 2008 two new extended primary schools in Hetton Lyons and Southwick bringing the total of recent new build primary schools in Sunderland to 9 since 2000 (SP6 and SP8)
- To continue to address the reduction of surplus places in primary schools informed through the city-wide School Place Planning Review (SP6 and SP8)
- To continue to develop a range of 'resourced school' provision in mainstream settings across the city in line with Children's Services Accessibility Strategy, making more schools more accessible for pupils with disabilities (SP6)
- To develop 2 more children's centres by 2010 giving citywide provision (NI 109, CYPP priority 7, SP6)
- To improve the quality of the learning environment in early years' settings, improve access for disabled children in early years' settings and support the flexible provision of 3 + 4 year olds entitlement to nursery education (PSA10, NI72, PSA 11 NI92, CYPP priority 7, SP6)
- To continue to support schools to deliver the extended schools core offer (NI88, CYPP priority 8)
- Extend supported accommodation for vulnerable young people (SP3).

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY (CIO3)

- As a result of all major capital schemes including BSF, investment in excess of £100 million is being levered in to the Council for new schools, children's centres and extended facilities for children and their families in Sunderland. The costs of capital schemes will fall within parameters recommended by the DCSF
- All new or refurbished schools under BSF/Academies will be reduced in size, thereby reducing surplus places. The new schools will be subject to a lifecycle maintenance policy, which will ensure that the investment in assets is protected into the future. The Council is currently meeting the affordability gap agreed at BSF Outline Business Case of £4.5 million
- Children centre development is attached to schools to provide integration of services. Some Children's Centres have been able to use surplus accommodation within schools

- Funding allocated to AMP priorities for condition works has enabled the costs per pupil of the maintenance backlog to fall again from £560 per pupil in 2001 to £43.76 during 2006/07 (£48.43 during 2005/06). These works remain a high priority in Children's Services capital programme and it is anticipated that the per pupil cost will remain at a consistently low level in 2008
- Primary replacement schools are either an amalgamation of two schools or designed and built to accommodate fewer pupils. Revenue savings in the Dedicated Schools Grant are generated from this programme. The primary programme enabled the release of land to realise capital receipts which have to date been reinvested in the Children's Services capital programme
- The new Hetton Lyons Primary School has been assessed under the Building Research Establishments Environmental Assessment Method receiving a 'Very Good' rating. This energy efficient building will be partially heated using biomass technology, while being able to generate its own electricity by means of its own wind turbine. Recycled rainwater will significantly reduce mains water consumption
- A review of accommodation will be undertaken to allow co-location and integration of staff including our partners.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments
- Awards of contracts for further BSF Wave 1 projects will be at the end of February 2008 for works to commence on site March 2008. This will include the three academies of Castle View, Hylton Red House and Pennywell which are anticipated to complete by September 2009 at the same time as the new Washington school. Also included are the refurbishments of Biddick and St Robert of Newminster RC schools completion expected early 2010 (SP6 and SP8)
- Replacement school with extended provision and co-located service at Southwick (C101, NI88, NI109, SP6).
- Replacement of Hetton Lyons Primary and Nursery Schools with extended school provision including new Children's Centre (C101, NI88, NI109, SP6)
- The completion of Millfield Children's Centre due January 2008 (NI109)
- The completion of Extended Schools projects at 25 schools (NI88)
- An Access Initiative programme aiming to improve the physical environment of schools for pupils with disabilities in accordance with the LA's Accessibility Strategy (SP6)
- Condition / modernisation projects related to the Children's Services Asset Management Plan. Priority investment will continue to be made in window replacement, boilers, energy savings and health and safety concerns, mainly in primary schools. Urgent Health and Safety concerns will continue to be addressed in secondary schools but it is anticipated that the majority of condition priorities will be met through Building Schools for the Future (SP6 and SP7).

New Starts
- A priority of Children's Services continues to be the reduction of surplus places across all schools. The BSF programme will address this issue in the secondary sector. The completion of the Children's Services Pupil Place Planning review will identify and address the falling rolls across the city. A target of 10% surplus places across the primary sector is a realistic target (SP6)
- New Access Initiative programme aiming to improve the physical environment of schools for pupils with disabilities (SP6)
- 2 new children centre developments which are likely to be refurbishments or small additions to existing facilities (NI 109, CYPP priority 7, SP6)
- Refurbishment of early years settings to improve EYFS learning environments (PSA10, NI72, PSA 11 NI92, CYPP priority 7, SP6)
- Refurbishment of schools to meet the extended schools core offer (NI88, CYPP priority 8).

CHILDREN'S SERVICES
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	51,902	29,033	12,873	9,704	292			(78)
Projects Commencing 2007/08	13,235		5,887	6,860	488			
Projects Commencing 2008/09	77,359			75,359	2,000			
Projects Commencing 2009/10	47,135				45,135	2,000		
Projects Commencing 2010/11	14,780					12,780	2,000	
Projects Commencing 2011/12	1,477						1,477	
TOTAL CAPITAL EXPENDITURE	205,888	29,033	18,760	91,923	47,915	14,780	3,477	(78)

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources					
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
FROM EXTERNAL SOURCES						
Loans						
- Supported Capital Expenditure (Revenue)	754	6,763	3,915	1,662	1,427	
Government Grants						
- Standards Fund	7,472	8,090	10,104	11,844	2,000	
- Modernisation Fund	1,358	741				
- Building Schools for the Future	2,533	71,480	32,457			
- Sure Start	3,101	1,463	1,045	1,050		
- Safer Routes to School	15					
- CAMHS	235					
- DCFS Grant	281	215	174	174		
Total External Sources	15,749	88,752	47,695	14,730	3,427	
FROM INTERNAL SOURCES						
Revenue Contributions						
- General Fund	(361)					
- Children's Services - Children's Social Care		50	50	50	50	
- Delegated Schools Budget						
- Strategic Initiatives Budget	70					
- Children's Services	79					
Reserves						
- Strategic Investment Reserve	453					
Repayment of Temporary Use of Balances	(74)					
Capital Receipts	2,844	3,121	170			
Total Internal Sources	3,011	3,171	220	50	50	
TOTAL FINANCING	18,760	91,923	47,915	14,780	3,477	

CHILDREN'S SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	MAIN BLOCK									
	Continuing Projects									
	Retention payments on completed schemes	B Scanlon	272	192	80					
EDC4007P	Havelock/Pallion - replacement	J Walvin	6,657	6,031	626					(140)
EDC4007P	Southwick/Carley Hill - replacement	J Thompson	7,581	547	1,150	5,714	170			(10)
EDC2007X	Electricity at Work	J Walton	285	205	80					
EDC4008S	Building Schools for the Future - Project Resource costs	B Scanlon	3,061	668	1,774	619				
EDC4008S	Oxclose - Building Schools for the Future	J Thompson	11,100	10,535	215	350				
EDC4010P	Dubmire - Children's Centre	J Oliver	646	633	13					5
EDC4010P	Wessington Primary - Children's Centre	J Oliver	893	863	30					5
EDC4010P	Pennywell - Children's Centre	J Oliver	667	603	64					10
EDC4010P	New Silksworth - Children's Centre	J Oliver	731	720	11					6
EDC4010P	Ryhope - children's centre	J Oliver	735	703	32					9
	Devolved Formula Allocation 05/06	Head Teachers	3,624	2,804	820					
EDC4006S	Access equipment budget	J Walvin	74	49	25					
EDC5006P	Castletown Primary - therapy room	J Walvin	70	2	68					
EDC5006P	Eppleton School - toilet/changing facilities	J Walvin	35		35					
EDC6005P	Grange Park Primary - changing facility	J Walvin	63		63					
EDC6005P	Hill View Infants - outdoor facilities	J Walvin	10		10					
EDC6005P	Hill View Juniors - ramps/changing facilities	J Walvin	34		34					
EDC6005P	Usworth Grange - ramps/changing facilities	J Walvin	63		63					
EDC6005P	Burnside Primary - changing facilities	J Walvin	5		5					
EDC6005P	Valley Road Primary - changing facilities	J Walvin	15		15					
EDC6005P	Dubmire Primary - changing facilities	J Walvin	10		10					
EDC6005P	Diamond Hall Infants - 2 star PD status	J Walvin	49	10	39					
EDC6005P	Diamond Hall Juniors - 2 star PD status	J Walvin	39		39					
EDC6005P	St John Bosco - 2 star PD status	J Walvin	102	1	101					

CHILDREN'S SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
EDC4008S	Biddick BSF Wave 1	J Thompson	600	492	108					
EDC5009S	Sandhill View BSF Wave 1	J Thompson	400	45	355					
EDC6001	Devolved Formula Allocation 06/07	Head Teachers	4,444	2,901	725	818				
EDC6001	School Travel Plans	Head Teachers	89	13	76					
EDC6002P	Hudson Road - external doors	J Walvin	31		31					
EDC6002P	Biddick Primary - security fence	J Walvin	17		17					
EDC6002P	Barnes Junior and Inf - window replacement	J Walvin	80		80					
EDC6002P	Wessington Primary - window replacement	J Walvin	66		66					
EDC6002P	Seaburn Dene - window replacement	J Walvin	36		36					
EDC6002P	New Penshaw - window replacement	J Walvin	27		27					
EDC6002P	Plains Farm - window replacement	J Walvin	40		40					
EDC6002P	Thorney Close Primary - window replacement	J Walvin	36		36					
EDC6005P	Hudson Road Primary - 2 star PD status	J Walvin	10		10					
EDC5014P	Hetton Lyons Primary - replacement school	J Walvin	5,395	390	2,750	2,133	122			(14)
EDC4010P	Houghton - children's centre	J Oliver	169	16	153					6
EDC4010P	Millfield - children's centre	J Oliver	394	7	387					6
EDC4010P	Oxclose - children's centre	J Oliver	224	10	214					10
EDC4010P	Dame Dorothy - children's centre	J Oliver	633	122	511					7
EDC4010P	Oxclose nursery - children's centre	J Oliver	6		6					
EDC4010P	Hudson Rd - children's centre	J Oliver	6		6					11
EDC4010P	Barnwell -children's centre	J Oliver	21		21					11
EDC4010P	Millhill -children's centre	J Oliver	11		11					
EDC5011S	City Learning Centre's - 06/07	C Bulmer	300	127	173					
EDC6012S	Youth Capital Fund	K Butchert	346	141	205					
EDC6012S	Sandhill View - specialist college status	R Bain (Head)	100		100					
EDC6012S	Portland - specialist college status		100		30	70				
EDC6012S	Computers for Schools	C Bulmer	612		612					
EDC6012S	Improvements to Strategic Technology	R Carlyon	165		165					
EDC6014P	Dubmire Primary - extended school	E Dobson	50	46	4					
EDC6014P	George Washington Primary - extended school	E Dobson	15	13	2					

CHILDREN'S SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
EDC6014P	Monument Consortium - extended school	E Dobson	30		30					
EDC6014P	New Silksworth - extended school	E Dobson	70	48	22					
EDC6014P	Plains Farm Primary - extended school	E Dobson	75	6	69					
EDC6014P	Ryhope St Patricks Primary - extended school	E Dobson	13		13					
EDC6014P	Southwick Primary - extended school	E Dobson	150		150					
EDC6014P	Farringdon Primary - extended school	E Dobson	53	50	3					
EDC6014P	Burnside Primary - extended school	E Dobson	47		47					
EDC6014P	Benedict Biscop - extended school	E Dobson	46	40	6					
EDC6014P	Castletown primary - extended school	E Dobson	30		30					
EDC6014P	Dame Dorothy - extended school	E Dobson	4		4					
EDC6014P	English Martyr - extended school	E Dobson	30		30					
EDC6014P	East Herrington - extended school	E Dobson	24		24					
EDC6014P	Valley Road - extended school	E Dobson	17		17					
EDC6014P	Albany - extended school	E Dobson	30		30					
EDC6014P	Barmston-extended school	E Dobson	2		2					
EDC6014P	Broadway -extended school	E Dobson	30		30					
EDC6014P	Quarry View -extended school	E Dobson	7		7					
TOTAL CONTINUING PROJECTS			51,902	29,033	12,873	9,704	292			(78)
	Projects Commencing 2007/08 Devolved Formula Allocation	B Scanlon	3,513		1,025	2,000	488			
EDC4005S	Thornhill Dining Centre	J Thompson	900		10	890				
EDC7002S	Hetton Dining Centre	J Thompson	130		10	120				
EDC3003S	Southmoor Dining Centre	J Thompson	34		5	29				
EDC7002S	Dining Centres Equipment	J Walvin	30		30					
EDC7002S	Southmoor - window replacement	B Scanlon	100		100					
EDC6002P	Shiney Row primary - boiler replacement	B Scanlon	79		79					
EDC6002P	Oxclose primary - boiler replacement	B Scanlon	104		104					
EDC6002N	Houghton Nursery - boiler replacement	B Scanlon	48		48					

CHILDREN'S SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
EDC6002C	Barbara Priestman school - boiler replacement	B Scanlon	152		152					
EDC6002P	Holley park primary - boiler replacement	B Scanlon	67		67					
EDC7004N	Pennywell Nursery - hygiene facilities	B Scanlon	30		30					
EDC7004N	Oxclose Nursery - ceiling track hoist	B Scanlon	3		3					
EDC7004N	Oxclose storage facilities	B Scanlon	20		20					
EDC7004P	Seaburn Dene - major development work	B Scanlon	7		7					
EDC7004C	Derwent Hill - all terrain wheelchair	B Scanlon	7		7					
EDC7004P	George Washington primary - platform lift	B Scanlon	5		5					
EDC7004P	George Washington primary - extension	B Scanlon	100		50	50				
EDC6005S	Farringdon Sports College - ASD specialist provn	B Scanlon	45		45					
EDC7004C	Specialist equipment for children with PD/sensory difficulties	B Scanlon	25		25					
EDC7008S	Harrington Centre - Diploma Gateway	J Walvin	661		661					
EDC7008S	Pallion Centre - Diploma Gateway	J Walvin	660		660					
EDC7008S	Castlegreen School Ict network - Diploma Gateway	J Walvin	40		40					
EDC7008S	Oxlose School - Diploma Gateway	J Walvin	68		68					
EDC7007S	ICT:Mobile Technology for Social Workers	T Skipper	76		76					
EDC4004P	New Pupil Places	B Scanlon	141			141				
EDC7006P	3 and 4 Year Old Offer	J Walvin	608		608					
EDC5011S	City Learning Centres - 07/08	C Bulmer	300		127	173				
EDC5009S	Washington BSF	J Thompson	776		400	376				
EDC5009S	Castle View Academy BSF	J Thompson	925		400	525				
EDC5009S	Pennywell Academy BSF	J Thompson	3,556		1,000	2,556				
	Children's Social Care									
EDC6015S	Minor Works	B Williams	25		25					
TOTAL PROJECTS COMMENCING 2007/08			**13,235**		**5,887**	**6,860**	**488**			
	Projects Commencing 2008/09									
	Devolved Formula Allocation	B Scanlon	4,082			2,082	2,000			
	New Pupil Places	B Scanlon	865			865				
	Schools Access Initiative	B Scanlon	513			513				

CHILDREN'S SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Lighting upgrades	B Scanlon	100			100				
	NDS Modernisation	B Scanlon	252			252				
EDC5009S	Sandhill View ICT BSF	J Thompson	1,177			1,177				
EDC5009S	Oxclose ICT BSF	J Thompson	1,369			1,369				
	ICT Harnessing Technology	J Walvin	854			854				
	Other ICT	J Walvin	425			425				
	Extended Schools	E Dobson	467			467				
EDC6012S	Youth Capital Fund	K Butchert	174			174				
	General Sure Start Grant	J Oliver	1,463			1,463				
EDC7007S	ICT:Mobile Technology for Social Workers	T Skipper	41			41				
	BSF	B Scanlon	65,477			65,477				
	Children's Social Care									
EDC6015S	Minor Works	B Williams	100			100				
TOTAL PROJECTS COMMENCING 2008/09			**77,359**			**75,359**	**2,000**			
	Projects Commencing 2009/10									
	Devolved Formula Allocation	B Scanlon	3,954				1,954	2,000		
	New Pupil Places	B Scanlon	865				865			
	Schools Access Initiative	B Scanlon	513				513			
	NDS Modernisation	B Scanlon	2,487				2,487			
	ICT Harnessing Technology	J Walvin	953				953			
	Extended Schools	E Dobson	495				495			
	Primary Capital Programme	B Scanlon	4,092				4,092			
	Youth Capital Fund	K Butchert	174				174			
	General Sure Start Grant	J Oliver	1,045				1,045			
	BSF	B Scanlon	32,457				32,457			
	Children's Social Care									
	Minor Works	B Williams	100				100			
TOTAL PROJECTS COMMENCING 2009/10			**47,135**				**45,135**	**2,000**		
	Projects Commencing 2010/11									
	Devolved Formula Allocation	B Scanlon	4,076					2,076	2,000	
	New Pupil Places	B Scanlon	865					865		
	Schools Access Initiative	B Scanlon	513					513		
	NDS Modernisation	B Scanlon	234					234		
	ICT Harnessing Technology	J Walvin	1,042					1,042		
	Extended Schools	E Dobson	256					256		
	Primary Capital Programme	B Scanlon	6,470					6,470		

CHILDREN'S SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Youth Capital Fund	K Butchert	174					174		
	General Sure Start Grant	J Oliver	1,050					1,050		
	Children's Social Care									
	Minor Works	B Williams	100					100		
TOTAL PROJECTS COMMENCING 2010/11			**14,780**					**12,780**	**2,000**	
	Projects Commencing 2011/12									
	New Pupil Places	B Scanlon	865						865	
	Schools Access Initiative	B Scanlon	513						513	
	Children's Social Care									
	Minor Works	B Williams	99						99	
TOTAL PROJECTS COMMENCING 2011/12			**1,477**						**1,477**	
TOTAL CAPITAL PROGRAMME			**205,888**	**29,033**	**18,760**	**91,923**	**47,915**	**14,780**	**3,477**	**(78)**

ADULT SERVICES
CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Adult Services capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of:

- Delivering customer focused services (CIO1)
- Being "One Council" (CIO2)
- Efficient and effective council (CIO3)
- Improving partnership working to deliver 'one city' (CIO4)
- Extending cultural opportunities (SP2) / Liveable City (ET2)
- Improving the quality, choice and range of housing (SP3) / Liveable City (ET2)
- Improving health and social care (SP4) / Healthy City (ET3)
- Developing an attractive and accessible city (SP7) / Liveable City (ET2).

It aims to do this through:

Development of suitable accommodation for vulnerable clients which include:

- More Core and Cluster facilities for people with disabilities (CIO1, SP2, SP3, SP4, ET2 and ET3)
- To develop Extra Care schemes in partnership with Housing 21 for Older People (CIO1, SP2, SP3, SP4, ET2 and ET3)
- To develop the Supporting People Programme, which promotes housing related services, complimenting existing care services (CIO1, CIO3, CIO4, SP2, SP3, SP4, ET2 and ET3)
- To develop in partnership with the Council's Housing Service, Registered Social Landlords and private sector housing providers a range of tenancies for people with disabilities (CIO1, CIO4, SP3, SP4, ET2 and ET3)
- Modernising Adult Services ICT systems to improve Departmental and Council communications (CIO1 and CIO2)
- Access Audits to be carried out by Property Services to improve public access to council buildings including the requirements of the Disability Discrimination Act (SP2, SP7 and ET2).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- As part of the Councils property rationalisation programme Health, Housing and Adult Services have relocated from the Fawcett Street headquarters onto a site at Leechmere, utilising under used space within the Independent Living Centre and Leechmere Training Centre. This has allowed the Shared Service Centre and Property Services to relocate to the refurbished Fawcett Street office and has allowed 1 and 2 The Esplanade to be sold to Gentoo (CIO1, CIO3, SP7 and ET2)
- Bog Row Office has been refurbished to provide a new Mental Health Day Centre. This scheme has helped to improve our performance on PAF PI C31: 18-64 year olds with mental health problems helped to live at home per 1,000 populations 18-64 - Performance currently is rated as 'very good' (CIO1, CIO3, CIO4, SP4 and ET3)
- Fenwick Close has been remodelled to utilise existing office space as accommodation providing 1 additional bed space for adults with severe learning difficulties, and the creation of a new on site meeting room from an under used garage. This scheme has helped to improve our performance on PAF PI C30: 18-64 year olds with learning disabilities helped to live at home - Performance currently is rated as 'very good' (CIO1, CIO3, CIO4, SP4 and ET3)
- The creation of new Evening activity facilities within the Leechmere Training Centre to replace the service offered at the Nookside Centre (CIO1, SP2, SP4, ET2 and ET3)
- A series of minor building works and redecoration projects have been undertaken at various Direct Service Establishments and the Houghton office (CIO1, CIO3, SP7 and ET2)
- The use of Telecare equipment which allows people to live in their own homes for much longer. For example, in 2003/04, there were over 600 older people admitted to Council-supported residential/nursing care, but this declined to 450 in 2006/07 (CIO1, SP3, SP4, ET2 and ET3)
- A one-off government capital grant was provided in 2007/08 to enhance the physical environment in registered care and nursing homes for older people. Sunderland's allocation was £525,000 and was deployed to 61 registered care homes. The grant has contributed to the wider health and social care agenda, including delivering on the National Service Frameworks (NSFs) and the Public Service Agreement (PSA) target to improve patient and user experience (CIO1, SP2, SP3, SP4, ET2 and ET3)

- The roll out of Starting Point, a web-enabled resource directory of services to help signpost social care customers to support from which they might benefit. This was funded by Neighbourhood Renewal Fund (SP4 and ET3)
- Creation of a Group Exercise / Activity Room at Farmborough Court for Older People which has assisted in promoting quality of life and independence in all aspects of daily living and community activity (CIO1, SP2, SP3, SP4, ET2 and ET3).

KEY MEDIUM TERM PRIORITIES
- To develop a range of housing options for vulnerable people, particularly extra care housing for older people (CIO1, CIO4, SP2, SP3, SP4, ET2 and ET3)
- Further develop core and cluster accommodation and outreach support to people in their own tenancies (CIO1, SP2, SP3, SP4, ET2 and ET3)
- Review the use of our buildings-based services and move to more community based services in line with the aims of the White Paper, "Our Health, Our Care, Our Say." This will include the use of technology such as Telecare to allow people to live in their own homes for much longer (CIO1, CIO3, SP2, SP3, SP4, SP7, ET2 and ET3)
- The Capital Programme includes a sum of money for minor works and improvements. This, together with the Repairs and Renewals Fund, is used to ensure that assets are updated and fit for purpose (SP7 and ET2)
- Contribute to refurbishing and improving premises throughout the City (SP7 and ET2)
- To procure a new Care Monitoring System to support the administration of non-residential charging policies (CIO 2, SP4 and ET3)
- Rationalisation of council wide assets (CIO2).

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY (CIO3)
- As part of the Strategic Property Review, Adults Services have reviewed their office accommodation requirements particularly in relation to their headquarters in Fawcett Street. Staff have been re-located from Fawcett Street to the Leechmere Centre
- Adult Services is part of the Smarter Working initiative piloting new ways of working such as hot-desking, the use of portable technology, home working, etc. This pilot has enabled the move from Fawcett Street noted above and an extension to the pilot should lead to further rationalisation of office accommodation
- Adult Services is continuing to modernise its ICT systems (SWIFT, Electronic Social Care Record, etc.) This will allow the easier transfer of information between staff and help to aggregate data accurately for management information leading to more efficient use of staff time
- We have already carried out a service review of our 6 Homes for Older People as part of our modernisation programme and 3 of the sites are now ready for redevelopment. The savings generated from this will be reinvested to provide a greater range of care services including new Extra Care schemes in partnership with Housing 21
- In Learning Disabilities, a re-settlement programme has been established to re-provide services locally for people with intensive support needs residing out of the City. This will generate efficiency savings within the Pooled Budget and provide a better model of care for our clients
- There were 3 Mental Health Day Centres within the City. This provision has been reviewed with the rationalising of the service onto 2 sites
- The use of Telecare equipment has been increasingly embedded in key health policies within Adult Services relating to managing long term conditions and providing people with greater choice over their care pathways. As well as working in partnership with health to reduce inappropriate hospital admissions, facilitate earlier discharge from hospital and admissions to institutional care such as Residential / Nursing Care.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments:
- Development of a new Care Monitoring System to support the administration of non-residential charging policies and will give an improved service to users (CIO2, SP4 and ET3)
- Upgrade the Adult Services ICT systems (SWIFT, the Electronic Social Care Record and transferring the Social Care systems onto the Corporate Network) to improve management information, deliver e-government and promote the integration agenda (CIO2, SP4 and ET2).

ADULT SERVICES
CAPITAL PROGRAMME

New Starts:

- Mental Health (MH) services are being reviewed and rationalised with funding from the Mental Health SCE-R, to help support the aims of the National Services Framework for Mental Health i.e. office accommodation and IT systems are being reviewed with the aim of facilitating joint working with our partners (CIO1, CIO3, CIO4, SP4 and ET3)
- The Capital Programme includes provision for minor works and improvements to ensure that assets are fit for purpose. The Adults Services Capital Board will establish its priorities for the use of these funds (SP4, SP7, ET2 and ET3)
- Telecare equipment (i.e. Wandering Devices, Fall Detectors, Pressures Mats, etc) will be provided at three re-modelled Sheltered Schemes (Emblehope House, Havelock House and Albany House). This will promote independence and will allow older people to live at home for longer independently for longer. (SP4)
- Provision of telecare equipment for overnight services is aimed at providing appropriate responses during the night to vulnerable older people at significant risk of admission to residential care or hospital in order to keep them in their own homes. (SP4)

ADULT SERVICES
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	1,192	534	379	262	17			67
Projects Commencing 2007/08	1,607		1,235	372				
Projects Commencing 2008/09	795			735	60			
Projects Commencing 2009/10	605				605			
Projects Commencing 2010/11	607					607		
Projects Commencing 2011/12	607						607	
TOTAL CAPITAL EXPENDITURE	**5,413**	**534**	**1,614**	**1,369**	**682**	**607**	**607**	**67**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	273	430	362	347	347
Government Grants					
- IT Grants	166	229			
- NRF	196				
- DoH Improving the Care Home Environment - Older People	525				
Other Contributions (TPCT)					
Total External Sources	**1,160**	**659**	**362**	**347**	**347**
FROM INTERNAL SOURCES					
Revenue Contributions					
- Adult Services RCCO	412	627	320	260	260
- Children's Services RCCO					
- Corporate ICT SLA					
- Children's Delegated Surplus	33	83			
Repayment of Temporary Financing	9				
Total Internal Sources	**454**	**710**	**320**	**260**	**260**
TOTAL FINANCING	**1,614**	**1,369**	**682**	**607**	**607**

ADULT SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
SS/6006	Mental Health SCE-R 05/06	J Fisher	40	38	2					
SS/7006	Mental Health SCE-R 06/07	J Fisher	147	25	102	20				
SS/7007	Information for Social Care (Corporate network)	G King	491	322	169					
SS/7008	SWIFT Ph 2-Electronic Social Care Record/ICS	G King	386	36	91	242	17			53
SS/7009	Adults Resource Directory etc.-new NRF scheme	J Fisher	128	113	15					14
	TOTAL CONTINUING PROJECTS		**1,192**	**534**	**379**	**262**	**17**			**67**
	Projects Commencing 2007/08									
AS/8003	Minor Works	J Fisher	119		119					
AS/8004	Improvements to Direct Service Establishments	J Fisher	95		95					
AS/8006	Mental Health SCE-R 07/08	J Fisher	128			128				
AS/8007	Improving the Care Home Environment - new grant	J Fisher	525		525					
AS/8008	Improving Information Management Grant	G King	164			164				
AS/8009	Shared Service Facilities	J Fisher	50		50					
AS/8010	Doric View Bathrooms	J Fisher	30		30					
AS/8011	Houghton AO Improvements and Fencing	J Fisher	20		20					
AS/8012	Bog Row Roofing	J Fisher	25		25					
AS/8013	Community Shopper Bus	J Fisher	65		65					
AS/8014	Independence at Home thro' Assistive Technology	J Fisher	40		40					
AS/8015	Shift the Balance Ph.2-O'night care with Ass Tech	J Fisher	28		28					
AS/8015	Shift the Balance Ph.2-Dementia Café	J Fisher	4		4					
AS/8015	Shift the Balance Ph.2-Farmborough Crt Kitchen	J Fisher	10		10					
AS/8015	Shift the Balance Ph.2-Active Age, refurb shop	J Fisher	34		34					
AS/8016	Leechmere Seminar Room	J Fisher	170		170					
AS/8017	Replacement for Eazitracker	G King	100		20	80				
	TOTAL PROJECTS COMMENCING 2007/08		**1,607**		**1,235**	**372**				

ADULT SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Projects Commencing 2008/09									
AS/9003	Minor Works	J Fisher	175			175				
AS/9004	Improvements to Direct Service Establishments	J Fisher	212			212				
AS/9006	Mental Health SCE-R 08/09	J Fisher	153			153				
AS/9007	Shared Service Facilities	J Fisher	50			50				
	Remodelled Sheltered Schemes	J Fisher	160			100	60			
	Overnight Services	J Fisher	45			45				
TOTAL	**PROJECTS COMMENCING 2008/09**		**795**			**735**	**60**			
	Projects Commencing 2009/10									
AS/5010	Minor Works	J Fisher	175				175			
AS/9003	Improvements to Direct Service Establishments	J Fisher	227				227			
AS/9004	Mental Health SCE-R 09/10	J Fisher	153				153			
AS/9006	Shared Service Facilities	J Fisher	50				50			
TOTAL	**PROJECTS COMMENCING 2009/10**		**605**				**605**			
	Projects Commencing 2010/11									
AS/1003	Minor Works	J Fisher	175					175		
AS/1004	Improvements to Direct Service Establishments	J Fisher	229					229		
AS/1006	Mental Health SCE-R 10/11	J Fisher	153					153		
AS/1007	Shared Service Facilities	J Fisher	50					50		
TOTAL	**PROJECTS COMMENCING 2010/11**		**607**					**607**		
	Projects Commencing 2011/12									
AS/1103	Minor Works	J Fisher	175						175	
AS/1104	Improvements to Direct Service Establishments	J Fisher	229						229	
AS/1106	Mental Health SCE-R 11/12	J Fisher	153						153	
AS/1107	Shared Service Facilities	J Fisher	50						50	
TOTAL	**PROJECTS COMMENCING 2011/12**		**607**						**607**	
TOTAL CAPITAL PROGRAMME			**5,413**	**534**	**1,614**	**1,369**	**682**	**607**	**607**	**67**

PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Planning and Transportation capital programme will contribute towards meeting Sunderland's strategic priorities of:
- Creating a prosperous city (SP1)
- Developing an attractive and accessible city (SP7).

It aims to do this through:
- Maintaining the existing highway including its bridges and structures in a safe and serviceable condition (SP7)
- Securing the safe and efficient movement and appropriate access for goods and people using the City's highways (SP7)
- Conserving and improving the built heritage of the City (SP7)
- Securing improvements to existing highways and the construction of new highways (SP7)
- Maintaining the infrastructure of the Port of Sunderland (SP7)
- Maintaining and enhancing coastal and seafront structures. (SP7).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES
- Completion of the Southern Radial Route at a cost of £34.8million. This 4.8km bypass includes two new road/rail bridges, will ease congestion in Ryhope and Grangetown and will stimulate opportunities for economic growth in the city encouraging both investment and employment by improving access to Hendon and the Port area
- Design and implementation of Local Safety Schemes including Havannah Road and Blue House Lane
- Installation of new puffin crossings on Durham Road (A690) and Leechmere Road
- Highway maintenance schemes including St Luke's Road Ford Estate; Abbey Drive Burnside; Aintree Road Farringdon; Woodside Grove/Woodside Terrace; Ridgeway and Rothbury Ryhope; Hillfield Gardens
- Purchase of a new crane at the Port of Sunderland to cope with increased business.

The expected outcomes from LTP 2 for the period 2010/11 are as follows:
- Contribute towards meeting Tyne and Wear LTP targets which incorporate the Governments 2010 targets for casualty reduction
- Targets are that by 2011 the service will achieve 40% reduction in all Killed or Seriously Injured (KSI); 20% reduction in all KSI from 2002-2004 average to 2009-2011 average; 50% reduction in child KSI from 2002-2004 average to 2009-2011 average; 25% reduction in child KSI from 2002-2004 average to 2009-2011.
- Reduced car usage and reduced adverse environmental impacts associated with traffic and encourage use of public transport, cycling and walking
- Commencement of the Central Route (subject to funding approval)
- Delivery of the Sunderland Strategic Transport Corridor (SSTC) which will contribute to reducing congestion, improving quality of the environment, economic success and reduce social exclusion (subject to funding approvals)
- Improve traffic flow and reduce congestion on the highway
- Improved journey times and reduction in the number of 3rd party public liability claims
- Supplement the regeneration of the City with improved highway and bridge infrastructure.

KEY MEDIUM TERM PRIORITIES
- Structural highway maintenance works on classified roads (SP7)
- A1018 Panns Bank Wall and A1231 Pallion Road /Trimdon Street Bridges in 2009/10; A1018 Bridge Street Subway and Dame Dorothy Subway, A1018 Stockton Road/Cowan Terrace bridges in 2010/11 (SP7)
- Continue to support plans for the regeneration of the City Centre and River Corridor (SP1 and SP7).

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY (CIO3)
- The capital provision for structural maintenance of highways (£1.8million for each of the last 3 years, £1.9million in 2008/09) along with the revenue maintenance budget has enabled the improvement in the condition of the highway network. The number of claims made against the council for personal injury accidents on the highway has shown a reduction in the last 3 years, and satisfaction ratings in the Mori survey have increased, which is detailed on page 61. Public Liability Insurance premiums have reduced from £1.4million in 2004/05 to an estimated sum of £0.6million in 2008/09.
- The tendering processes for capital schemes are in accordance with the council's constitution ensuring the council achieves value for money.

PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments
- Continue development of plans for the SSTC. A proposed new transport corridor from West Wear Street at the south side of the Wearmouth Bridge to the A19/A1231 including a new Wear Bridge crossing. (SP1 and SP7)
- Structural maintenance of the Parkway and Northumberland Way Interchange Bridges on the A1231 (SP7)
- Contribution to the Highways Agency for the A19/A690 and A19/A1231 junction improvements (SP1 and SP7)
- Completion of bus priority measures on the A1018 Ryhope Road Toll Bar Roundabout and the A183 Chester Road/Kayll Road Hospital Entrance
- Develop Bus Corridor Major Business Case. A feasibility study into developing bus priority measures along strategic transport corridors in partnership with Nexus. (SP1 and SP7)
- Offer financial assistance for environmental improvements in the Old Sunderland area with assistance from the Heritage Lottery Fund (SP1 and SP7).

New Starts
- Structural Maintenance of the A690 Lake Interchange and Four Lane End Bridges in 2008/09 (SP7)
- Continue the programme of investment in schemes to improve the safety of highway users (SP7)
- Continue the programme of investment in schemes to improve conditions for cyclists (SP7)
- Continue the programme of investment in schemes to improve conditions for public transport vehicles and their passengers (SP7)
- Continue the programme of investment in schemes to improve the condition of highways and their structures (SP7).
- Highways drainage infrastructure works, including works to increase the size of drainage capacity by creating larger gullies, will leave drainage infrastructure more able to cope with expected future severe weather and reduce potential future highways maintenance costs that may arise (SP7)
- In order to re-establish access points to and from the beach between Hendon and Ryhope it is necessary to remove existing structures currently closed to the public and create a new access point at Ryhope Beach Road (SP7)

PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	56,481	40,454	8,211	6,938	878			84
Projects Commencing 2007/08	8,043		5,863	1,765	265	150		
Projects Commencing 2008/09	6,321			6,321				
Projects Commencing 2009/10	7,795				7,795			
Projects Commencing 2010/11	8,427					8,427		
Projects Commencing 2011/12	8,600						8,600	
TOTAL CAPITAL EXPENDITURE	**95,667**	**40,454**	**14,074**	**15,024**	**8,938**	**8,577**	**8,600**	**84**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	6,153	4,476	4,503	4,729	4,750
- Unsupported Capital Expenditure (Revenue)	850				
Government Grants					
-Transport Grant	7,305	5,360	3,977	3,848	3,850
- New Deal for Communities	(2,517)	139			
- Neighbourhood Renewal Fund	507				
- Coast Protection	35	39			
Grants from Other Public Bodies					
- One North East	49				
- Lottery	153	666	229		
- Nexus	338	400			
- Single Programme	322	2,934			
- Other	96				
Total External Sources	**13,291**	**14,014**	**8,709**	**8,577**	**8,600**
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	169	710			
- Strategic Investment Budget	91				
- Development and Regeneration	10	30			
- Insurance Fund	20				
Reserves					
- Strategic Investment Reserve	(886)				
- Port Insurance Reserve	208				
Capital Receipts	1,171	270	229		
Total Internal Sources	**783**	**1,010**	**229**		
TOTAL FINANCING	**14,074**	**15,024**	**8,938**	**8,577**	**8,600**

PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
	TRANSPORT									
	Major Highway Schemes									
EDT/001	Southern Radial Route	B Johnson	34,856	28,293	5,388	1,155	20			45
EDT/003	Central Route - Scheme Preparation and Land Costs	B Johnson	3,071	965	106	1,600	400			37
EDT/053	QA Bridge Major Maintenance	B Johnson	7,274	7,204		70				
EDT/153	Sunderland Strategic Transport Corridor-Scheme Preparation Costs	B Johnson	4,473	1,217	322	2,934				
	CITY CENTRE DEVELOPMENTS, PLANNING, LAND AND PROPERTY									
EDT/036	Sunniside Townscape Heritage Initiative	K Lowes	1,200	1,028	172					
EDT/038	Old S'land Riverside Conservation Area (Hers)	K Lowes	190	150	40					
EDT/072	Promenade and Sea Defence improvement	B Johnson	45	12	33					
EDT/075	Ryhope Centre	K Lowes	523	416	107					
EDT/092	Car Park Improvements	B Johnson	100	79	21					
EDT/140	Old Sunderland Townscape Heritage Initiative	K Lowes	1,827	48	385	936	458			
EDT/044	Port Regeneration Study	K Lowes	403	389	14					
PT/001	Port Review Consultancy Stages 1/2	C Clark	445	237	208					
EDT/133	Port Health and Safety Works	C Clark	137	65	72					
EDT/172	Private Streetworks	B Johnson	50		15	35				
EDT/173	PARSOL - ICT systems	H Phillips	370	259	111					2
EDT/183	Fulwell Lime Kilns	K Lowes	20		20					
PT/021	Herrington Country Park - Land Purchase	C Clark	49		49					
PT/004	Port Security Fence	C Clark	120	24	96					
PT/022	Port - Crane	C Clark	850		850					
PT/023	Hendon Beach Safety Works Ph 1	K Lowes	105		105					
PT/024	Hendon Beach Safety Works Ph 2 SIB Initiatives	K Lowes	169			169				
PT/025	Silksworth Environmental Improvements	K Lowes	6		6					
PT/026	Hetton Downs Environmental Improvements	K Lowes	20		20					
PT/027	Fatfield and Harraton War Memorial	K Lowes	16		16					
PT/028	Castletown Masterplan Gating project	B Johnson	20		20					
	COAST PROTECTION									
EDT/136	Whitburn Bay to Roker Monitoring Study	B Johnson	142	68	35	39				
TOTAL	**CONTINUING PROJECTS**		**56,481**	**40,454**	**8,211**	**6,938**	**878**			**84**
	Projects Commencing 2007/08 TRANSPORT									
	Local Transport Plan									
PT/005	Highway Maintenance	B Johnson	1,820		1,820					
PT/006	Bridge Maintenance	B Johnson	233		233					
PT/035	A1231 Parkway and Northumberland Way Bridges	B Johnson	750		750					
PT/036	A690 Four Lane Ends Bridge	B Johnson	315		34	266	15			
PT/037	A690 Lake Interchange Bridges	B Johnson	435			435				
PT/038	A1231 Grange Road Bridge	B Johnson	139			139				

PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
PT/007	Accessibility	B Johnson	420		420					
PT/008	Congestion	B Johnson	899		899					
PT/002	A19/A690 Junction Improvements contribution	B Johnson	200		200					
PT/014	A19/A1231 Junction Improvements contribution	B Johnson	300		25	275				
PT/015	Road Safety	B Johnson	597		597					
PT/016	Public Transport									
PT/017	- Public Transport Schemes	B Johnson	738		338	400				
PT/018	- Bus Corridor Major Business Case	B Johnson	850		200	250	250	150		
	Miscellaneous									
PT/019	- Tyne and Wear Central Transport Team	B Johnson	347		347					
	TOTAL PROJECTS COMMENCING 2007/08		**8,043**		**5,863**	**1,765**	**265**	**150**		
	Projects Commencing 2008/09 TRANSPORT									
	Local Transport Plan									
PT/030	Highway Maintenance	B Johnson	1,960			1,960				
PT/031	Bridge Maintenance	B Johnson	276			276				
PT/032	Accessibility	B Johnson	946			946				
PT/033	Congestion	B Johnson	1,489			1,489				
PT/034	Road Safety	B Johnson	625			625				
	Miscellaneous									
PT/035	- Tyne and Wear Central Transport Team	B Johnson	350			350				
	Flash Flooding and Highways Drainage	B Johnson	350			350				
	Ryhope Beach Access	B Johnson	325			325				
	TOTAL PROJECTS COMMENCING 2008/09		**6,321**			**6,321**				
	Projects Commencing 2009/10 TRANSPORT									
	Local Transport Plan									
PT/050	Highway Maintenance	B Johnson	2,000				2,000			
PT/051	Bridge Maintenance	B Johnson	1,012				1,012			
PT/052	Accessibility	B Johnson	1,132				1,132			
PT/053	Congestion	B Johnson	1,861				1,861			
PT/054	Road Safety	B Johnson	1,430				1,430			
	Miscellaneous									
PT/055	- Tyne and Wear Central Transport Team	B Johnson	360				360			
	TOTAL PROJECTS COMMENCING 2009/10		**7,795**				**7,795**			
	Projects Commencing 2010/11 TRANSPORT									
	Local Transport Plan									
PT/070	Highway Maintenance	B Johnson	2,000					2,000		
PT/071	Bridge Maintenance	B Johnson	1,048					1,048		
PT/072	Accessibility	B Johnson	1,200					1,200		
PT/073	Congestion	B Johnson	2,059					2,059		
PT/074	Road Safety	B Johnson	1,750					1,750		
	Miscellaneous									
PT/075	- Tyne and Wear Central Transport Team	B Johnson	370					370		
	TOTAL PROJECTS COMMENCING 2010/11		**8,427**					**8,427**		

PLANNING AND TRANSPORTATION
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Projects Commencing 2011/12 **TRANSPORT** **Local Transport Plan**									
PT/090	Highway Maintenance	B Johnson	1,971						1,971	
PT/091	Bridge Maintenance	B Johnson	1,000						1,000	
PT/092	Accessibility	B Johnson	1,200						1,200	
PT/093	Congestion	B Johnson	1,989						1,989	
PT/094	Road Safety	B Johnson	2,000						2,000	
	Miscellaneous									
PT/095	- Tyne and Wear Central Transport Team	B Johnson	440						440	
	TOTAL PROJECTS COMMENCING 2011/12		8,600						8,600	
	TOTAL CAPITAL PROGRAMME		95,667	40,454	14,074	15,024	8,938	8,577	8,600	84

HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Housing and Public Health capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of:

- Delivering customer focused services (CIO1)
- Improving partnership working to deliver 'one city' (CIO4)
- Improving the quality, choice and range of housing (SP3) / Liveable City (ET2)
- Improving health and social care (SP4) / Healthy City (ET3)
- Reducing crime and disorder and the fear of crime (SP5) / Safe and Inclusive City (ET4)
- Developing an attractive and accessible city (SP7) / Liveable City (ET2)
- Creating inclusive communities (SP8) / Safe and Inclusive City (ET4).

It aims to do this through:

- Regeneration: Progress continues to be made in respect to the Councils Renewal Programme which developed following the Private Sector House Condition Survey reported to Cabinet in 2003. Action plans developed in these renewal areas of Castletown, Eppleton/Hetton Downs and Hendon will be delivered over several years. Findings of a second private Sector Stock Condition Survey that will report in 2008 may bring forward new challenges in respect to regeneration and housing renewal. This evidence base in turn informs the selection of future Private Sector Renewal/Clearance Area schemes. Council policy aims to be innovative, obtain value for money and reinforce that homeowners should accept responsibility for their own housing investment (SP3 and ET2)
- Financial Assistance Grants, Disabled Facilities Grants and the Home Warm Initiative will enable those in need of support to maintain their independence in they're chosen home for the foreseeable future by supporting people throughout the repair, adaptation or improvement process. (CIO1, SP3, SP4, ET2 and ET3).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

The outcomes from the Single Housing Investment Pot (SHIP 2) allocation are as follows:

- Financial Assistance Programme delivered 77 private sector renewal grants
- Clearance programme funded the demolition of 193 properties
- Disabled Facilities Grants facilitated 448 adaptations
- Warm Home Initiative completed approximately 580 installations.

KEY MEDIUM TERM PRIORITIES

Developing long-term housing support for vulnerable adults through the development of the Suitable Homes for Living Strategy, which will help to deliver a greater number and range of Extra Care housing, a form of sheltered housing, for older people in partnership with both the Local Housing Corporation and housing providers in the city, with whom Housing colleagues have developed strong business (CIO1, SP3, SP4, ET2 and ET3).

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY (CIO3)

The Financial Assistance Programme, Disabled Facilities Grant and Warm Home Initiative will ensure that individuals stay in their own homes as long as possible. This is not only what people want in terms of quality of their lives, but is generally a less expensive option than institutional care. For example, in 2003/04, there were over 600 older people admitted to Council-supported residential/nursing care, but this declined to 450 in 2006/07.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD
Ongoing Commitments:

- The continued acquisition of land and property in Castletown (Castle Street South, Park Street South and East View South and in Eppleton/Hetton Downs (Downs Lane, Thomas Street, Henry Street and Maudlin Street) and the demolition of these streets. Similarly assistance will be provided to NDC partners in the delivery of the action plan produced from the Middle Hendon, Neighbourhood Renewal Assessment. (SP3, SP7 and ET2)
- Home Improvement Agency (HIA) provides Private Sector Renewal Grants which are offered to improve private sector properties (SP3 and ET2)
- Disabled Facilities Grants to ensure adaptations to disabled/elderly person's properties (CIO1, SP3, SP4, ET2 and ET3). Warm Homes Initiative to tackle fuel poverty (SP3, SP7 and ET2)
- Intervention and support to families within the anti social behaviour Family Intervention Programme will continue (SP3, SP7 and ET2)
- SHIP 3 bids and English Partnership bids for Private Sector Renewal/Clearance Area schemes (SP3, SP7 and ET2).

HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	7,297	5,587	1,632	78				
Projects Commencing 2007/08	4,279		3,663	616				51
Projects Commencing 2008/09	4,455			4,455				51
Projects Commencing 2009/10	4,455				4,455			51
Projects Commencing 2010/11	4,455					4,455		51
Projects Commencing 2011/12	4,455						4,455	51
TOTAL CAPITAL EXPENDITURE	**29,396**	**5,587**	**5,295**	**5,149**	**4,455**	**4,455**	**4,455**	**255**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	7	38			
Government Grants					
- Disabled Facilities Grant	842	750	750	750	750
- Single Housing Investment Pot	2,938	3,751	3,135	3,135	3,135
- New Deal for Communities	5				
- Neighbourhood Renewal Fund	67				
Grants from Other Public Bodies					
- English Partnerships	815				
Total External Sources	**4,674**	**4,539**	**3,885**	**3,885**	**3,885**
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	503	570	570	570	570
Reserves					
- Strategic Investment Reserve	43	40			
Capital Receipts	75				
Total Internal Sources	**621**	**610**	**570**	**570**	**570**
TOTAL FINANCING	**5,295**	**5,149**	**4,455**	**4,455**	**4,455**

HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments						Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000		
	Continuing Projects										
H/008	Neighbourhood Renewal Assessments	A Caddick	200	117	43	40					
H/011	Eppleton and Castletown Renewal Area	A Caddick	5,000	4,187	813						
H/029	Homelessness and Advice Service - Set Up costs	A Caddick	250	205	7	38					
H/030	Market Rejuvenation Area Renewal (SHIP 2)	A Caddick	909	839	70						
H/033	Decent Homes Private Sector Renewal Grants (SHIP 2)	A Caddick	681	92	589						
H/035	Supporting Vulnerable Groups Domestic Violence Hostel	A Caddick	97	59	38						
H/036	New Deal for Communities Neighbourhood Renewal Assessments - Hendon	A Caddick	90	85	5						
H/051	Private Sector Stock Condition Survey	A Caddick	70	3	67						
TOTAL CONTINUING PROJECTS			**7,297**	**5,587**	**1,632**	**78**					
	Projects Commencing 2007/08										
H/004	Disabled Facilities Grant 2007/08	P Blyth	1,870		1,870						
H/038	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	1,612		1,612						
H/039	- NRHB Coordination and Management Costs	A Caddick	25		25						
H/040	Decent Homes Private Sector Renewal Grants	A Caddick	660		44	616					
H/041	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	110		110						51
	Castletown Allotment Site	A Caddick	2		2						
TOTAL PROJECTS COMMENCING 2007/08			**4,279**		**3,663**	**616**					**51**
	Projects Commencing 2008/09										
H/005	Disabled Facilities Grant 2008/09	P Blyth	1,820			1,820					
H/042	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	1,800			1,800					
H/043	- NRHB Coordination and Management Costs	A Caddick	35			35					
H/044	Decent Homes Private Sector Renewal Grants	A Caddick	700			700					

HOUSING AND PUBLIC HEALTH
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
H/045	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100			100				51
TOTAL PROJECTS COMMENCING 2008/09			**4,455**			**4,455**				**51**
	Projects Commencing 2009/10									
H/050	Disabled Facilities Grant 2009/10	P Blyth	1,820				1,820			
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	1,800				1,800			
H/047	- NRHB Coordination and Management Costs	A Caddick	35				35			
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	700				700			
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100				100			51
TOTAL PROJECTS COMMENCING 2009/10			**4,455**				**4,455**			**51**
	Projects Commencing 2010/11									
H/050	Disabled Facilities Grant 2010/11	P Blyth	1,820					1,820		
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	1,800					1,800		
H/047	- NRHB Coordination and Management Costs	A Caddick	35					35		
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	700					700		
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100					100		51
TOTAL PROJECTS COMMENCING 2010/11			**4,455**					**4,455**		**51**
	Projects Commencing 2011/12									
H/050	Disabled Facilities Disabled Facilities Grant 2011/12	P Blyth	1,820						1,820	
H/046	Market Rejuvenation - Area Renewal : Eppleton, Castletown, Hendon	A Caddick	1,800						1,800	
H/047	- NRHB Coordination and Management Costs	A Caddick	35						35	
H/048	Decent Homes Private Sector Renewal Grants	A Caddick	700						700	
H/049	Tackling Fuel Poverty Warm Homes Initiative	A Caddick	100						100	51
TOTAL PROJECTS COMMENCING 2011/12			**4,455**						**4,455**	**51**
TOTAL CAPITAL PROGRAMME			**29,396**	**5,587**	**5,295**	**5,149**	**4,455**	**4,455**	**4,455**	**255**

NEIGHBOURHOOD AND STREET SERVICES
CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGESTO SERVICE OBJECTIVES, STRATEGIC PRORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Neighbourhood and Street Services portfolio will contribute towards meeting Sunderland's corporate improvement objectives, strategic objectives and emerging themes of:

- Delivering Customer Focused Services (CIO1)
- People Development and being One Council
- Efficient and Effective Council (CIO3)
- Improving partnership working to deliver 'one city' (CIO4)
- Creating a prosperous city (SP1)
- Extending cultural opportunities (SP2)
- Improving the quality, choice and range of housing (SP3)
- Improving health and social care (SP4)
- Reducing crime and disorder and the fear of crime (SP5)
- Raising standards and improving access and participation in learning (SP6)
- Developing an attractive and accessible city (SP7)
- Creating inclusive communities (SP8)
- Liveable city (ET2)
- Healthy city (ET3)
- Safe and inclusive city (ET4).

It aims to do this through:

- Developing facilities that support the aims of the Council Improvement Programme
- Managing, reviewing and upgrading existing facilities in support of continual improvement in service delivery
- Researching and sourcing funding for the development of facilities and services in partnership with other service providers
- Undertaking improvements to service and facilities which comply with the requirements of environmental legislation.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- The Council contributed to support a new Mortuary Facility at Sunderland City Hospitals (SP4).

KEY MEDIUM TERM PRIORITIES

- Identification of a new cemetery to service the requirements of the Washington area
- Development of a residual waste treatment facility in partnership with Gateshead and South Tyneside Councils.

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL (CIO3)

- Development of a residual waste treatment plant in partnership will provide Value for Money and efficiencies and secure compliance with current and known future legislative requirements to 2038
- Effective procurement and contract monitoring
- Maximisation of external funding opportunities
- The delivery of integrated customer services supports value for money through increasing first point of contact resolution, leading to less signposting and increased efficiency.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Identification of appropriate facilities and the acquisition of a suitable site to establish a new Cemetery Site in the Washington area of the City to address the issue of lack of capacity in the existing cemetery
- Continue the development of the South Tyne and Wear Waste Management Partnership in respect of the procurement of joint residual waste treatment facilities by evaluating detailed solutions.

New Starts

- Works are required to the three electric cremators at Sunderland crematorium. The cremators have been operational for ten years and the internal refractory linings are now coming to the end of their useful lives and need to be replaced.

NEIGHBOURHOOD AND STREET SERVICES
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	853	92	61	700				72
Projects Commencing 2007/08								
Projects Commencing 2008/09	150			150				
Projects Commencing 2009/10								
Projects Commencing 2010/11								
Projects Commencing 2011/12								
TOTAL CAPITAL EXPENDITURE	**1,003**	**92**	**61**	**850**				**72**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)					
Grants from Other Public Bodies					
- Defra	5				
Total External Sources	**5**				
FROM INTERNAL SOURCES					
Revenue Contributions					
- General fund		150			
- CCS Reserves	56	20			
Reserves					
- Strategic Investment Reserve		400			
Capital Receipts		280			
Total Internal Sources	**56**	**850**			
TOTAL FINANCING	**61**	**850**			

NEIGHBOURHOOD AND STREET SERVICES
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
CC90002	Waste Reception Site	P High	400			400				
CC90039	Vehicle Fleet Management System	P High	20			20				
CC90040	Vehicle Location System	P High	15	1	14					1
CC90054	South Hylton Health and Safety	P High	15	8	7					8
CC90035	Purchase of Cemetery Land	P High	280			280				
CC90066	Contaminated Land	P High	88	83	5					63
CC90084	Parks for People	P High	35		35					
	TOTAL CONTINUING PROJECTS		**853**	**92**	**61**	**700**				**72**
	Projects Commencing 2008/09									
	Sunderland crematorium	P High	150			150				
	TOTAL PROJECTS COMMENCING 2008/09		**150**			**150**				
	TOTAL CAPITAL PROGRAMME		**1,003**	**92**	**61**	**850**				**72**

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

Regeneration and Community Cohesion capital programme will contribute towards meeting Sunderland's corporate improvement objectives and strategic priorities of:

▪ Delivering customer focused services (CIO1)
▪ Improving partnership working to deliver 'one city' (CIO4)
▪ Creating a prosperous city (SP1)
▪ Extending cultural opportunities (SP2)
▪ Reducing crime and disorder and the fear of crime (SP5)
▪ Raising standards and improving access and participation in learning (SP6)
▪ Developing an attractive and accessible city (SP7)
▪ Creating inclusive communities (SP8).

It aims to promote the economic, social and environmental well being of Sunderland, supporting all Community Strategy Strategic Objectives by:

▪ Co-ordinating action on regeneration priorities at a local level (CIO1, CIO4, SP1, SP7 and SP8)
▪ Encouraging and supporting the development of local area partnerships (CIO1, CIO4, SP2, SP6 and SP8)
▪ Reducing crime and disorder and the fear of crime by helping create a safer environment (SP5).

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

▪ Sunniside Gardens environmental scheme received a highly commended award by the Landscape Institute
▪ Sunniside Grants scheme for commercial property improvements has stimulated the private sector to invest making projects more financially sustainable. Approximately 1200 existing jobs and 400 existing businesses in the area have been safeguarded
▪ Security Grants scheme and rapid deployment of CCTV at Hendon in partnership with Back on the Map has provided a safer environment with a reduction in crime and disorder and the fear of crime.

KEY MEDIUM TERM PRIORITIES

▪ Refine, develop and promote the Area Regeneration Frameworks, particularly to enhance the contribution and ownership by partner organisations (CIO1, CIO4, SP2, SP6 and SP8)
▪ Implement the Sunniside Regeneration Initiative in Partnership with ONE North East (CIO4, SP1 and SP7)
▪ Development of the former Vaux Site (SP1, SP7 and CIO4).

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

▪ Completion of *the*PLACE business and arts centre at a cost of £4.1m. The new centre which opens Spring 2008 will provide high quality business spaces for businesses to locate in the heart of the city and provision of an arts centre that will generate activity and visits to the area to underpin other businesses in the vicinity (SP1, SP2, SP7 and C1O4)
▪ Completion of Phase 2 of the site preparation works at Farringdon Row which has involved site remediation works, compensation payments and cable diversions through the deck of Wearmouth Bridge. (SP1, SP7 and CIO4)
▪ Sunniside Public Realm. Consultants have been appointed to undertake design services for high quality streetscape improvements, maintenance and refurbishment work at Sunniside (SP7 and CIO4)
▪ Villiers Street Sunniside. Acquisition of Properties to assemble strategic opportunities to enable comprehensive redevelopment to be achieved (SP1, SP7 and CIO4)
▪ Environmental Improvements along the cliff top of Hendon Beach comprising improved access points both vehicular and pedestrian; installation of new sea wall railings; car parking provision and construction of a 3m wide footpath/cycleway network (SP7).

REGENERATION AND COMMUNITY COHESION
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	14,580	3,964	5,318	5,298				69
Projects Commencing 2007/08	808	46	762					
Projects Commencing 2008/09								
Projects Commencing 2009/10								
Projects Commencing 2010/11								
Projects Commencing 2011/12								
TOTAL CAPITAL EXPENDITURE	**15,388**	**4,010**	**6,080**	**5,298**				**69**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Grants from Other Public Bodies					
- One North East		1,400			
- Single Programme	4,703	2,100			
- New Deal for Communities	667	500			
- Neighbourhood Renewal Fund	389				
European Funding		888			
Total External Sources	**5,759**	**4,888**			
FROM INTERNAL SOURCES					
Revenue Contributions					
- Strategic Investment Budget	79				
- Strategic Investment Reserve	228	410			
Capital Receipts	14				
Total Internal Sources	**321**	**410**			
TOTAL FINANCING	**6,080**	**5,298**			

REGENERATION AND COMMUNITY COHESION
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
	CITY CENTRE DEVELOPMENTS and LAND AND PROPERTY									
RC/012	City Centre Developments	K Lowes	108	23	85					
RC/001	Farringdon Row Phase 2	C Clark	2,312	322	1,890	100				
RC/005	Relocation Farringdon Row Allotments	K Lowes	224	159	65					
EDT/074	Refurbishment 28 - 29 Sunniside and The Place	C Clark	4,122	384	2,440	1,298				
EDT/162	Sunniside Commercial Grant Scheme Ph 2	K Lowes	650	454	196					
RC/002	Sunniside Gardens	K Lowes	2,180	2,118	62					17
RC/008	Back on the Map Hendon Rapid Deployment CCTV	C Clark	446	385	61					
RC/009	Back on the Map Hendon Beach	K Lowes	850	38	312	500				52
RC/018	Sunniside Public Realm	K Lowes	2,288	81	207	2,000				
RC/019	Villiers Street Sunniside - Acquisition of Properties	C Clark	1,400			1,400				
	TOTAL CONTINUING PROJECTS		**14,580**	**3,964**	**5,318**	**5,298**				**69**
	Projects Commencing 2007/08									
RC/010	Back on the Map Security Grants Scheme	C Clark	325	31	294					
RC/011	Town Park Landscaping	K Lowes	135	15	120					
RC/015	River Quarter - Gentoo SIB Initiatives	C Clark	269		269					
RC/016	Community Safety- Thorney Close Street Lighting	C Clark	24		24					
RC/017	Coalfield 4 Site CCTV	C Clark	55		55					
	TOTAL PROJECTS COMMENCING 2007/08		**808**	**46**	**762**					
	TOTAL CAPITAL PROGRAMME		**15,388**	**4,010**	**6,080**	**5,298**				**69**

CULTURE AND LEISURE
CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Culture and Leisure portfolio will contribute towards meeting Sunderland's corporate improvement objectives, strategic objectives and emerging themes:

- Delivering Customer Focused Services (CIO1)
- Efficient and Effective Council (CI03)
- Improving partnership working to deliver 'one city' (CIO4)
- Creating a prosperous city (SP1)
- Extending cultural opportunities (SP2)
- Improving the quality, choice and range of housing (SP3)
- Improving health and social care (SP4)
- Reducing crime and disorder and the fear of crime (SP5)
- Raising standards and improving access and participation in learning (SP6)
- Developing an attractive and accessible city (SP7)
- Creating inclusive communities (SP8)
- Prosperous city (ET1)
- Liveable city (ET2)
- Healthy city (ET3)
- Safe and inclusive city (ET4).

It aims to do this through:

- Continuing implementation of the Leisure Facilities Research
- Developing facilities that support the aims of the Council Improvement Programme
- Managing, reviewing and upgrading existing facilities in support of continual improvement in service delivery
- Researching and sourcing funding for the development of facilities and services in partnership with other service providers.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Millennium Centre refurbishment at Washington completed in 2007. The new facilities include a Wellness Centre spoke site and a refurbished outdoor artificial pitch
- Sunderland Aquatic Centre is due to open April 2008 providing a 50m pool and Wellness Centre which are of both regional and national importance.
- Monkwearmouth Station Museum opened August 2007 which is a modern day tourist attraction which contributes to meeting targets in Best Value Performance Indicator 170 a -c (visits / usages to museums) and 119c (triennial - satisfaction with museums / galleries).
- The Football Development Facility at the Ford Quarry site opened October 2007 providing 5 new pitches and ancillary accommodation (SP2).

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFICIENCY (CIO3)

- The review and development of Leisure Facilities will provide value for money and efficiencies, in particular the development of the 50m Stadium Pool and Wellness Centre which allows the rationalisation of other leisure facilities within the City.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD
Ongoing Commitments

- Public Art lighting is an ongoing scheme due for completion at the Empire Fly Tower which will create a significant artistic feature at the gateway to the city centre (SP2 and SP7)
- Incorporating Public artwork to improve the visual appeal of existing gas vents at the site of Sunderland Aquatic Centre and at the end of the Coast to Coast cycle route at Roker (SP2 and SP7).

New Starts

- The commencement new 25m Swimming Pools in Hetton and Silksworth. This replaces the existing pool at Hetton and provides a new facility in the form of an extension to the Silksworth Tennis Centre
- The Council has won Big Lottery funding to develop a portfolio of play projects. The portfolio includes the creation of new and redevelopment of existing facilities at Hudson Road, Thompson Park, Newbottle, Herrington Park, Barmston and The Blackie Play Area
- Provision of a Public Art fund for environmental improvements will enable a more strategic approach to commissioning, promoting and maintaining public art within Sunderland. It will also act as a catalyst to lever in investment from the private sector and raise the profile of Sunderland

**CULTURE AND LEISURE
CAPITAL PROGRAMME**

- A Cultural Interpretation Centre will provide a new city centre based facility to provide information and access to the city's cultural heritage. The centre will involve volunteers from relevant community groups and will maximise the use of technology and visual impact to showcase and explore the city's heritage, landmarks and visitor attractions.
- Improvements are planned to the infrastructure at Herrington Country Park. The aim is to enhance the Parks capability and function from that of a Country Park to a facility that is capable of staging large-scale outdoor events of regional and national significance on a regular basis. There will be a particular focus on music events.

CULTURE AND LEISURE
CAPITAL PROGRAMME

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
			2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
MAIN BLOCK								
Continuing Projects	42,291	18,777	13,114	4,750	5,650			780
Projects Commencing 2007/08	500		70	430				
Projects Commencing 2008/09	5,936			3,413	2,523			
Projects Commencing 2009/10								
Projects Commencing 2010/11								
Projects Commencing 2011/12								
TOTAL CAPITAL EXPENDITURE	**48,727**	**18,777**	**13,184**	**8,593**	**8,173**			**780**

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)					
Government Grants					
- DCMS	20				
Grants from Other Public Bodies					
- Neighbourhood Renewal Fund		1,000			
- Sport England	2,175				
- Football Foundation	165				
- Single Programme		614	586		
- Heritage Lottery Fund	335		250		
- Tyne and Wear Museums Service	84				
- Youth Opportunities Fund	25				
- Spaces for Sport	100				
- Big Lottery Grant		686			
European Grants	3,605				
Other Contributions	136	381			
Total External Sources	**6,645**	**2,681**	**836**		
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	73	2,170	4,961		
- Strategic Investment Budget	25	30			
- DSO Delegated Budget Surplus	217				
- Empire Maintenance Contribution	99				
- Property Services	43				
Reserves					
- Strategic Investment Reserve	1,626	2,517	376		
Capital Receipts	4,456	1,195	2,000		
Total Internal Sources	**6,539**	**5,912**	**7,337**		
TOTAL FINANCING	**13,184**	**8,593**	**8,173**		

CULTURE AND LEISURE
CAPITAL PROGRAMME

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.07 £'000	Estimated Payments					Full Year Revenue Costs £'000
					2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	
	Continuing Projects									
	Community and Cultural Services									
CC90005	Football Development Facility	J Gray	580	529	51					49
CC90017	Empire Refurbishment	S Anderson	5,334	5,137	197					31
CC90006	Sunderland Aquatic Centre	P Dobson	22,940	11,288	11,652					700
CC90058	Capital Play	J Gray	524	470	54					
CC90056	Library Management System	C Alexander	346	289	57					
CC90061	Monkwearmouth Station Museum	C Alexander	1,109	627	482					
CC90076	Washington Millenium Centre	J Gray	547	382	165					
CC90086/7	Hetton and Silksworth 25m Pools	M Poulter	10,500		100	4,750	5,650			
CC90079	Fulwell Skate Park	J Gray	138	8	130					
CC90080	Houghton Skate Park	J Gray	108	1	107					
CC90094	Leisure Centre Income System	J Gray	165	46	119					
TOTAL CONTINUING PROJECTS			**42,291**	**18,777**	**13,114**	**4,750**	**5,650**			**780**
	Projects Commencing 2007/08									
	Community and Cultural Services									
CC90091	Empire Fly Tower	C Alexander	350		38	312				
CC90092	Stadium Gas Vents	C Alexander	150		32	118				
TOTAL PROJECTS COMMENCING 2007/08			**500**		**70**	**430**				
	Projects Commencing 2008/09									
	Community and Cultural Services									
CC90095-100	Big Lottery Children's Play Programme	J Gray	844			844				
CC90095-100	Herrington Country Park	C Alexander	1,000			514	486			
CC90095-100	Environmental improvements - Public Art	C Alexander	250			250				
CC90095-100	Cultural Interpretation Centre	C Alexander	3,842			1.805	2.037			
TOTAL PROJECTS COMMENCING 2008/09			**5,936**			**3,413**	**2,523**			
TOTAL CAPITAL PROGRAMME			**48,727**	**18,777**	**13,184**	**8,593**	**8,173**			**780**

GLOSSARY

SUNDERLAND PARTNERSHIP STRATEGIC PRIORITIES

Strategic Priorities	Strategic Priority Reference	Strategic Priority Aim	Strategic Priority Aim Reference 2007/08
Creating a Prosperous City	SP1	Developing an entrepreneurial culture	SP1/A1
	SP1	Developing a highly skilled workforce	SP1/A2
	SP1	Developing a 21st century physical infrastructure	SP1/A3
	SP1	Developing a 21st century support infrastructure	SP1/A4
	SP1	Maximising the benefits for the resident labour force	SP1/A5
	SP1	Helping disadvantaged residents to compete in the labour market	SP1/A6
Extending Cultural Opportunities	SP2	Developing sense of place	SP2/A1
	SP2	Delivering 'Activecity'	SP2/A2
	SP2	Promoting wellness and tackling poor health	SP2/A3
	SP2	Stimulating creativity	SP2/A4
Improving the Quality, Choice and Range of Housing	SP3	Improve choice of type, location and price to meet 21st century aspirations and demands	SP3/A1
	SP3	Improved quality and standards of housing in safe, secure, attractive and sustainable surroundings	SP3/A2
	SP3	Accommodation and support appropriate to the needs of Sunderland's large and diverse population	SP3/A3
Improving Health and Social Care	SP4	Supporting families, mothers and children to make sure that children have the best possible start in life	SP4/A1
	SP4	Working with communities and groups who experience higher levels of ill health to ensure that we can respond in ways that are most relevant to their needs	SP4/A2
	SP4	Improving access to and the quality of services particularly for those groups and communities who are currently underserved by the NHS and LA and achieving a greater balance between primary, secondary and tertiary care	SP4/A3
	SP4	Addressing those underlying long-term problems such as unemployment, poverty and poor housing that contribute to poor health	SP4/A4
Reducing Crime and Disorder and the Fear of Crime	SP5	Reducing property crime	SP5/A1
	SP5	Addressing youth crime and disorder	SP5/A2
	SP5	Reducing drug and alcohol and related crime	SP5/A3
	SP5	Creating an environment where people feel safe by tackling fear of crime and anti-social behaviour	SP5/A4
	SP5	Reducing hate crime and domestic violence	SP5/A5
Raising Standards and Improving Access and Participation In Learning	SP6	Continually improving achievement for children and young people up to 16 in our schools	SP6/A1
	SP6	Raising aspirations, improving the range and match of provision and increasing support for 16-19 year olds in education and training	SP6/A2
	SP6	Providing opportunities so that adults (19+) can improve literacy numeracy and ICT skills and access training, employment and higher education	SP6/A3
	SP6	Improve performance in relation to education by enhancing our relationship with schools and increasing the impact of the LEA. (This will be measured by our education balanced scorecard and particularly GCSE attainment)	SP6/A4

GLOSSARY

SUNDERLAND PARTNERSHIP STRATEGIC PRIORITIES

Strategic Priorities	Strategic Priority Reference	Strategic Priority Aim	Strategic Priority Aim Reference 2007/08
Developing an Attractive and Accessible City	SP7	Pursue continuous environmental improvement	SP7/A1
	SP7	Make Sunderland an accessible and safe city with an effective integrated transport system	SP7/A2
	SP7	Achieve a step change in the quality pace and scale of physical regeneration	SP7/A3
Creating Inclusive Communities	SP8	Addressing the widespread lack of knowledge and understanding of other cultures, racist attitudes and a resentment of asylum seekers and refugees	SP8/A1
	SP8	Engaging young people from all communities and tackle identified causes of conflict	SP8/A2
	SP8	Promoting inclusion by challenging existing structures, policies and practice by encouraging the engagement of all communities	SP8/A3
	SP8	Improving the knowledge and understanding of major agencies, community organisations and businesses in the City of what builds successful communities and working together to promote community cohesion	SP8/A4
	SP8	Taking action necessary to achieve the Equality Standard for the Council	SP8/A5

GLOSSARY

SUNDERLAND CITY COUNCIL CORPORATE IMPROVEMENT OBJECTIVES

Corporate Improvement Objective	CIO Ref.	Corporate Improvement Objective	CIO Ref.
Delivering Customer Focused Services	CIO1	Putting the customer at the centre of service delivery (Transformational Change)	CIO1/1
	CIO1	Seeking customer feedback and views to shape services (Customer Feedback)	CIO1/2
	CIO1	Using the findings from reviews to shape and improve services (Reviews)	CIO1/3
	CIO1	Using ICTs to enhance service access and delivery (e-Government)	CIO1/4
Being 'One Council'	CIO2	Developing and investing in our staff to deliver first class services (Workforce Development)	CIO2/1
	CIO2	Making all of our services and our workforce inclusive to all (Equality and Diversity)	CIO2/2
	CIO2	Building capacity to provide leadership and deliver effective services (Capacity Building)	CIO2/3
	CIO2	Improving Council Communications (Communications)	CIO2/4
Efficient and Effective Council	CIO3	Ensuring a consistent performance framework and culture across the Council (Performance Improvement)	CIO3/1
	CIO3	Ensuring services are provided in the most efficient, economic and sustainable way (Efficiency, Value For Money and Resource Consumption)	CIO3/2
	CIO3	Acquiring goods, works and services (Procurement)	CIO3/3
	CIO3	Using a standard methodology to manage projects effectively (Project Management)	CIO3/4
	CIO3	Delivering the Capital Strategy (Asset Management)	CIO3/5
	CIO3	Identifying, analysing, controlling and monitoring risks (Risk Management)	CIO3/6
	CIO3	Establishing robust plans and procedures for dealing with emergencies (Business Continuity and Emergency Planning)	CIO3/7
	CIO3	Using the outcomes and findings of audits to improve services (Audits)	CIO3/8
	CIO3	Delivering CPA improvements and preparing for CAA (CPA/CAA)	CIO3/9
Improving Partnership Working to Deliver 'One City'	CIO4	Delivering the Sunderland Strategy Strategic Priorities, linked statutory requirements, LPSA2 and LAA (Quality of Life)	CIO4/1
	CIO4	Developing a strong Sunderland Partnership (Local Strategic Partnership)	CIO4/2
	CIO4	Developing and maintaining strong partnerships (Partnerships)	CIO4/3
	CIO4	Improving the City's image (Image)	CIO4/4

SUNDERLAND STRATEGY EMERGING THEMES

Emerging Theme	Ref.
Prosperous City	1
Healthy City	2
Safe City	3
Learning City	4
Attractive and Inclusive City	5

GLOSSARY

JOB TITLE ABBREVIATIONS

LEADER & DEPUTY LEADER

BHCM	Bunny Hill Centre Manager
CRM	Customer Relations Manager
HCBI	Head of City Business and Investment
HCM	Hetton Centre Manager
HES	Head of Electoral Services
HoCC	Head of Corporate Communications
HoCP	Head of Corporate Policy
HoL&P	Head of Land and Property
HPPI	Head of Policy and Performance
HPPO	Head of the Programme and Project Office
HoP&SD	Head of Project and Service Development
IM	International Manager
PM	Partnership Manager
SDT's	Service Delivery Teams
SLPO	Senior Liaison and Policy Officer
SPETM	Strategic Programmes and Europe Team Manager
SPO	Senior Policy Officer
SPPO	Senior Partnership and Policy Officer

RESOURCES

ACS	Assistant City Solicitor
ACT (A)	Assistant City Treasurer (Accountancy)
ACT(A&P)	Assistant City Treasurer (Audit and Procurement)
ACT(E&R)	Assistant City Treasurer (Exchequer and Revenues)
AHIO	Assistant Head of ICT Operations
BM	Benefits Manager
BSSM	Building Surveying Services Manager
CCM	Civic Centre Manager
CHICT	Corporate Head of ICT
ChoP/CHP	Corporate Head of Personnel
CPM	Corporate Procurement Manager
CS	City Solicitor
CTM	Council Tax Manager
CTM	Cabling Team Manager *(*Cabling Team only)*
DSM	Democratic Services Manager *(*Democratic Services only)*
DCPM	Digital Challenge Programme Manager
HCP	Head of Corporate Policy *(now HPPI, Head of Policy and Performance Improvement)*
HoLP	Head of Land and Property
HoCP	Head of Corporate Procurement
HPI	Head of Performance Improvement *(now HPPI, Head of Policy and Performance Improvement)*
HPPI	Head of Policy and Performance Improvement
ICTU	Information Communication Technology Unit
NM	Network Manager
PL	Principal Lawyer
PM	Print Manager
SSM	Security Services Manager
TO	Telecoms Officer
VoIP PM	Voice-over Internet Protocol Project Manager
VM	Valuations Manager

CHILDREN'S SERVICE

AHoS	Assistant Heads of Service
AHoS SPP	Assistant Heads of Service School Place Planning
AHoS Cap	Assistant Heads of Service Capital
BIPM	Behaviour Improvement Programme Manager
CDDH	Centre Director Derwent Hill
CI	Chief Inspector
DCS	Director of Children's Services
DevM	Development Manager

GLOSSARY

JOB TITLE ABBREVIATIONS

DM   Divisional Manager
ECSM   Early Childhood Services Manager
EIPM   Education Improvement Partnership Manager
ESA / GM   Extended Services and Attendance Group Manager
FACLM   Family, Adult and Community Learning Manager
FM   Finance Manager
HoS   Head of Service
IM   Information Manager
PCM   Planning and Commissioning Manager
PFO   Principal Finance Officer
SIO   School Improvement Officer
SYPM   Services for Young People Manager
TM   Team Manager
TMSST   Team Manager Specialist Support Teams
YDGM   Youth Development Group Manager
YOSM   Youth Offending Service Manager

ADULT SERVICES
DHHAS   Director of Health, Housing and Adult Services
GM   General Manager
HOS   Head of Service
HRM   Human Resources Manager
SM   Senior Manager
TM   Team Manager

PLANNING AND TRANSPORTATION
CBCO   Chief Building Control Officer
CM   Contract Manager
DM   Development Manager
FM   Finance Manager
HLP   Head of Land and Property
HM   Highways Manager
HOPE   Head of Planning and Environment
HOTE   Head of Transport and Engineering
HM   Highways Manager
HRM   Human Resource Manager
LRM   Landscape and Reclamations Manager
MPP   Manager Planning Policy
PDM   Performance Development Manager
PIM   Planning and Implementation Manager
SNWM   Structures and New Works Manager
SUSM   Support Services Manager
TM   Transport Manager
TPRSM   Traffic, Parking and Road Safety Manager

HOUSING AND PUBLIC HEALTH
AHES   Assistant Head of Environmental Services
HIAM   Home Improvement Agency Manager
HOS   Head of Housing
HOM   Housing Options Manager
HRM   Housing Renewal Manager
HSM   Housing Strategy Manager
LM   Licensing Manager
RSM   Registrations Service Manager
SPM   Supporting People Manager

NEIGHBOURHOOD AND STREET SERVICES
AHCS(FM)   Assistant Head of Community Services (Facilities Management)
AHES(H&BM)   Assistant Head of Environmental Services (Highways and Buildings Maintenance)
AHES(LES)   Assistant Head of Environmental Services (Local Environmental Strategy
AHES(SCO)   Assistant Head of Environmental Services (Street Care Operations)

GLOSSARY

JOB TITLE ABBREVIATIONS

BHCM	Bunny Hill Centre Manager
BOM	Building Operations Manager
C&CM	Cemeteries and Crematorium Manager
CPM	Capital Project Manager
HCS	Head of Community Services
HCM	Hetton Centre Manager
HES	Head of Environmental Services
HoP&SD	Head of Project and Service Development
HRM	Human Resource Manager
OM (FM)	Operations Manager (Facilities Management)
MA	Management Accountant
P&PM	Planning and Performance Manager
P&SDT	Project and Service Development Team
PDM	Project Development Manager
S&SSSM	Strategic and Statutory Support Services Manager
SnrSP&RO	Senior Strategic Planning & Research Officer
SSC	Support Services Co-ordinator
SSM	Support Services Manager
TrSM	Transport Services Manager

REGENERATION AND COMMUNITY COHESION

ACM	Area Co-ordination Manager
AC&SPM	Area Co-ordination and Special Programmes Manager
DCX	Deputy Chief Executive
ETM	Employment and Training Manager,
HCBI	Head of City Business Investment
SCM	Safer Communities Manager
SPETM	Special Programmes and European Team Manager
SPPO	Senior Policy and Partnership Officer

CULTURE AND LEISURE

AHCS(S&L)	Assistant Head of Community Services (Sports and Leisure)
SHCS (A&CD)	Assistant Head of Community Services (Arts and Creative Development)
AHCS(CD)	Assistant Head of Community Services (Community Development)
AHCT(TMR)	Assistant Head of Culture and Tourism (Tourism, Marketing and Resorts)
AHES(LES)	Assistant Head of Environmental Services (Local Environmental Strategy)
AHCT (LHE)	Assistant Head of Culture and Tourism (Libraries, Heritage and Events)
AHES(SCO)	Assistant Head of Environmental Services (Street Care Operations)
CDT	Community Development Team
CLEC	City Librarian and Event Co-ordinator
GM(LC)	Group Manager (Leisure Centres)
HCS	Head of Community Services
HCT	Head of Culture and Tourism
PM	Partnership Manager
RDM	Resorts Development Manager
S&LPM	Sports and Leisure Partnership Officer
SAM	Strategic Arts Manager
SC	Senior Curator
SMO	Senior Marketing Officer
SSM	Support Services Manager
TDM	Tourism Development Manager
WM	Wellness Manager

GLOSSARY

OTHER ABBREVIATIONS

OTHER ABBREVIATIONS USED

A

AAT	Association of Accounting Technicians
ACENE	Arts Council England, North East
ACL	Adult and Community Learning
ACW	Arts Centre Washington
AEA	Association of Electoral Administrator
AES	Annual Efficiency Statement
AMP	Asset Management Planning
ANEC	Association of North East Councils
APA	Annual Performance Assessment
APSE	Association of Public Service Excellence
ARC	Area Regeneration Company
ARCH	Agencies against Racist Crime and Harassment
ARFs	Area Regeneration Frameworks
ASB	Anti-Social Behaviour
ATP	Area Tourism Partnership

B

B2b	Bump to Baby
B&B	Bed and Breakfast
BCM	Business Continuity Management
BCS	British Crime Survey
BID	Business Improvement District
BIP	Business Improvement Programme
BIS	Business Improvement Strategy
BIT	Behaviour Intervention Team
BLF	Big Lottery Fund
BME	Black and Minority Ethnic
BMS	Building Management System
BREEAM	Building Research Establishment Environmental Assessment Method
BSF	Building Schools for the Future
BVPI	Best Value Performance Indicator
BVPIs	Best Value Performance Indicators

C

CAA	Corporate Area Assessment
CAMHS	Child and Adolescent Mental Health Service
CAP	Community Access Point
CC	Community Chest
CDM	Construction Design Management
CEED	Community Environmental Educational Developments
CCA	Civil Contingencies Act
CCS	Community and Cultural Services
CDRPs	Crime and Disorder Reduction Partnerships
CDS	Community Development Strategy
CDSG	Community Development Strategy Group
CIO	Corporate Improvement Objective
CIP	Corporate Improvement Plan
CIS	Children's Information Service
CIPFA	Chartered Institute of Public Finance and Accountancy
CLA	Children Looked After
CPA	Comprehensive Performance Assessment
CPD	Continuing Professional Development
CSAS	Customer Service Access Strategy
CSC	Customer Service Centres
CSCI	Commission for Social Care Inspectorate
CSN	Community Sports Network
CSN	Customer Service Network (*Strategic Change Programme service only*)
CSR	Comprehensive Spending Review
CSS	Customer Service Strategy

GLOSSARY

OTHER ABBREVIATIONS

CYPP	Children and Young People Plan
C&YP	Children and Young People

D

DAF	Disadvantaged Area Funding
DAS	Design and Access Statements
DAT	Drugs Action Team
DEAP	Directorate Equality Action Plan
DCMS	Department for Culture, Media and Sport
DCA	Department for Constitutional Affairs
DCLG	Department for Communities and Local Government
DCSF	Department for Children, Schools and Families
DDA	Disability Discrimination Act 1995
DEFRA	Department for Environment, Food and Rural Affairs
DfES	Department for Education and Skills
DfT	Department for Transport
DH/DoH	Department of Health
DIAG	Disability Independent Advisory Group
DIP	Document Image Processing
DIUS	Department for Innovation, Universities and Skills
DMS	Document Management System
DMT	Directorate Management Team
DSE	Display Screen Equipment
DTI	Department of Trade and Industry
DWP	Department for Work and Pensions

E

EA	Electoral Administration
EAL	English as an Additional Language
ECM	Every Child Matters
EET	Education, Employment, Training
EIP	Education Improvement Partnership
EPQA	Effective Practice & Quality Assurance
EPA	Environmental Protection Act
EPs	Educational Psychologists
EMS	Education Management System
EMT	Executive Management Team
ERDF	European Regional Development Fund
ESOL	English Speakers of Other Languages
ESC	Every Schoolday Counts
ESF	European Social Fund
ESG	European Strategy Group
ESP	Education Single Plan
EU	European Union
EVHs	Electronic Village Halls
EYCC	Early Years & Childcare

F

FACL	Family, Adult and Community Learning
FACS	Fair Access to Care Standards
FOI	Freedom of Information
FSC	Forestry Stewardship Council
FTC	Fixed Term Contract
FTE	Full Time Equivalent

G

GIS	Geographical Information System
GONE	Government Office North East
GRO	General Register Office
GVA	Gross Value Added

GLOSSARY

OTHER ABBREVIATIONS

H
H&S	Health and Safety
HAMP	Highway Asset Management Plan
HCP	Herrington Country Park
HHSRS	Health Hazard Safety Rating System
HIA	Home Improvement Agency
HMOs (HIMOs)	Houses in Multiple Occupation
HR	Human Resources
HSE	Health and Safety Executive

I
I&A	Inclusion and Achievement
IAG	Independent Advisory Groups
ICT	Information and Communications Technology
ICTU	Information Communications Technology Unit
IDeA	Improvement and Development Agency
IIP	Investors in People
ILT	Information Learning Technology
IMD	Indices of Multiple Deprivation
INRA	Impact Needs Requirements Assessment
INRAs	Impact Needs Requirements Assessments
IPF	Institute of Public Finance
IPPR	Institute for Public Policy Research
ISB	Individual Schools Budget
IT	Information Technology
ITA	Integrated Transport Authority
ITIL	Information Technology Infrastructure Library

J
JAR	Joint Area Review
JSA	Job Seekers Allowance

K
KLOEs	Key Lines of Enquiry
KPIs	Key Performance Indicators
KS	Key Stage

L
LA	Local Authority
LAA	Local Area Agreement
LABV	Local Asset Based Vehicle
LAC	Looked After Children
LAQM	Local Air Quality Management
LAPs	Local Area Plans
LATS	Landfill Allowance Trading Scheme
LDD	Learning Difficulties and/or Disabilities
LDF	Local Development Framework
LEGI	Local Enterprise Growth Initiative
LGA	Local Government Association
LBIB	Local Government International Bureau
LGIP	Local Government Improvement Programme
LIAZE	Library Information Access Zone
LMAPS	Local Multi Agency Problem Solving Groups
LMS	Library Management System
LPIs	Local Performance Indicators
LPSA	Local Public Service Agreement
LPSAs	Local Public Service Agreements
LPSA2	Local Public Service Agreement (Second generation)
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board

GLOSSARY

OTHER ABBREVIATIONS

LSP	Local Strategic Partnership
LTP	Local Transport Plan

M

MAA	Multi Area Agreements
MALAP	Multi Agency Looked After Partnership
MaRGs	Modernisation & Reform Groups
MARGs	Modernisation and Reform Groups
MIS	Management Information System
MLA	Museums, Libraries and Archives Council
MTFS	Medium Term Financial Strategy

N

NEA	North East Assembly
NECE	North East Centre of Excellence
NERIS	North East Regional Information System
NDC	New Deal for Communities
NEEO	North East England Office in Brussels
NEET	Not in Employment, Education or Training
NEPO	North East Purchasing Organisation
NGCA	Northern Gallery for Contemporary Art
NHS	National Health Service
NRAs	Neighbourhood Renewal Assessments
NRF	Neighbourhood Renewal Fund
NRT	Neighbourhood Relations Team
NSF	National Service Framework

O

ODPM	Office of the Deputy Prime Minister
OFSTED	Office of Standards in Education
OJEU	Office Journal of the European Union
ONE	One NorthEast
OPPAG	Older Person's Partnership Action Group

P

PAGs	Partnership Action Groups
PaM	Partnership and Modernisation
PCSOs	Police Community Support Officers
PDAs	Personal Digital Assistants
PE	Physical Education
PfS	Partnerships for School
PIs	Performance Indicators
PID	Project Initiation Document
PLUS	Public Library User Surveys
PPO	Programme and Project Office
PR	Public Relations
PRU	Pupil Referral Unit
PSA	Public Service Agreement
PTA	Public Transport Authority
PVI	Private, Voluntary and Independent

R

RDA	Regional Development Agencies
REF	Regional Employability Framework
RES	Regional Economic Strategy
RPZ	Resident Parking Zone
RSL / RSLs	Registered Social Landlords
RSS	Regional Spatial Strategy
RTS	Regional Tourism Strategy

GLOSSARY

OTHER ABBREVIATIONS

S

SAP	Single Assessment Process
SCI	Statement of Community Involvement
SEN	Special Educational Needs
SHG	Sunderland Housing Group
SIB	Strategic Initiatives Budget
SIPs	School Improvement Partners
SLA	Service Level Agreement
SLP	Sunderland Learning Partnership
SME	Small Medium Enterprise
SMT	Strategic Management Team
SNEN	Single Non Emergency Number
SOAs	Super Output Areas
SOCITM	Society of Information Technology Management
SP	Strategic Priority
SPD	Supplementary Planning Documents
SPG	Strategic Planning Guidance
SRB	Single Regeneration Budget
SSCF	Safer Stronger Communities Fund
SSP	Safer Sunderland Partnership
SSTC	Sunderland Strategic Transport Corridor
STPCT	Sunderland Teaching Primary Care Trust
STR	Support, Time and Recovery

T

TAES	Towards an Excellent Service
TIF	Transport Innovation Fund
TLC	Total Land Charges
TMA	Traffic Management Act
tPCT	Teaching Primary Care Trust
TRL	Transport Research Laboratory
TRO	Traffic Regulation Orders
TSETT	Tackling Social Exclusion Through Transport
TUPE	Transfer of Undertaking Protection of Employment
TWM	Tyne and Wear Museums
TWEDCO	Tyne and Wear Economic Development Company
TWP	Tyne and Wear Partnership
TYEP	Targeted Youth Engagement Project

U

UDP	Unitary Development Plan

V

VCS	Voluntary Community Sector
VCSE	Voluntary Community Sector Enterprise
VFM/VfM	Value for Money
VLE	Virtual Learning Environment
VoIP	Voice-over Internet Protocol (Telephony)

W

WEEE	Waste Electrical and Electronic Equipment Regulations
WHO	World Health Organisation
WHS	World Heritage Site
WLC	Whole Life Costing

Y

YJB	Youth Justice Board
YOS	Youth Offending Service
YOTs	Youth Offending Teams
YPIT	Young People's Inspection Team

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