THE CABINET reports as follows:-

1.   Community Leadership Programme

That they have given consideration to a joint report of the Chief Executive and the City Solicitor (copy attached) requesting approval of proposals designed to enable continued effective implementation of the Community Leadership Programme and that the Constitution is amended as set out in this report.

Accordingly the Cabinet recommends the Council to approve the next steps proposals relating to continued development and implementation of the Community Leadership Programme as set out in section 6 and Annexes 1 and 2 of this report and to approve the changes to the Constitution which are set out in section 6 of this report to take effect from Annual Council (13th May 2009).

CABINET – 29TH APRIL 2009

COMMUNITY LEADERSHIP PROGRAMME

Joint Report of the Chief Executive and City Solicitor

1.0   Purposes of the Report

1.1   The purpose of this report is to:

Request Cabinet approval of proposals designed to enable effective implementation of the Community Leadership Programme.

Request that Cabinet recommends to Council that the Constitution is amended as set out in this report.

2.0   Description of Decision

2.1   That Cabinet approve next steps proposals relating to continued development and implementation of the Community Leadership Programme as set out in section 6 of this report to take effect from Annual Council (13th May 2009).

2.2   That Council be recommended to approve the changes to the Constitution which are set out in section 6 of this report to take effect from Annual Council (13th May 2009).

3.0   Background

3.1   For several months Members have been engaged in development of the Community Leadership Programme. The Community Leadership Programme (CLP) aims to accelerate development and embedding of the 'One Council, One Sunderland' approach which is necessary to meet community leadership challenges involved in successful delivery of the Sunderland Strategy. Successful implementation will impact not only upon actual quality of life within the City, but also upon perceptions of the Council as an efficient, effective community leader.

3.2   The Programme is based upon an analysis of the capacity of current partnership arrangements in Sunderland to deliver the Sunderland Strategy. It is also based upon an extensive review of the operational experiences of Members and upon their capacity to play leading community leadership roles at all levels of the LSP and sub-regional and regional governance as champions of performance improvement, problem solving and 'getting things done.'

3.2   The Programme is also a direct and positive response to an increasingly strong policy and legislative framework featuring the Local Government Act, Local Government and Public Involvement in Health Act and Sustainable Communities Act which all serve to emphasise the clear, central Community

Leadership role of Councils with visible, active and effective Councillors at their heart.

4.0   Current Position

4.1   The initial phase of the Programme has concentrated upon gathering views, opinions and proposals for improvement from Members. This has been achieved through individual discussions, workshops (in October, December and March), other events, group discussions at Area Committee meetings and through ongoing engagement with Cabinet, Area Chairs and the Member Quality Assurance Group set up as a task and finish group by Policy and Coordination Review committee.

4.2   Feedback from Members has been used to develop a range of initiatives and 'products' which support the achievement of Programme objectives and outcomes. These have included

- Fundamental review of Area Committees, their number, boundaries, priorities, method of operation and agenda balance

- Ongoing review of the Local Strategic Partnership, its structures, business processes, membership and the effectiveness of both its engagement with the Council and the Council's engagement with it

- Supporting the Review of Scrutiny to achieve Community Leadership Programme outcomes

- Fundamental review of customer service to Members. This has resulted in the agreement of a role definition for Community Leadership Councillors, the identification of key support requirements, Member's 'top ten issues,' the recently launched Service Directory, Member Satisfaction Survey and the identification and training of key Front Line Support and other Officers

- Proposals for the development of a more locally-relevant, proactive 'Recognition for Action' campaign to promote action taken by the Council more, speedily and effectively

- Development of new systems and processes (such as performance management and problem-solving), which will promote clearer, more effective decision making and accountability

- A review of how the Council can improve the degree to which its services and those of its partners are targeted, customised and responsive to local circumstances and customer feedback

4.3 In overall terms the intention has been to put as much of the essential governance 'infrastructure' for the Programme into place as possible in time or the start of the 2009/10 Municipal Year. This has involved changes to Area, Scrutiny and LSP structures, agreement on agenda content, key protocols, role definitions and the establishment of Project Boards to drive action on each of currently seven projects within the Programme. At the same time, however, much important developmental work on Member support, partner engagement, systems and processes has also been undertaken. This means that the Council is well placed to move towards further 'roll out' of the Programme at the earliest opportunity in the new Municipal Year.

5.0 Future Development of the Programme

5.1 During the next Municipal Year it is planned to develop and implement the Programme not only on an urgent basis but in a way which continues to engage Members as fully as possible in the design, development and review of improvement actions. In broad terms it is envisaged that the Programme will develop as follows:

End May/ Early June	Area Committee structures in place, new agenda operating, new budget management procedures operating, pilot problem solving exercises being undertaken, agreement reached on proposals and timescales for partner engagement in Area arrangements
	Area Committees consider 'state of the Area' analyses as the basis for ongoing improvements in the targeting of efforts and in developing most appropriate methods and approaches to service delivery
	Scrutiny review recommendations agreed. New Overview and Scrutiny Committee structures in place, all operating protocols in final draft form
	Revised LSP structures largely in place, clear proposals for senior Member engagement with all elements of the LSP structure agreed
	Service Directory in finalised form, feedback from Member Satisfaction Survey used to confirm priorities for next steps activity on improving customer service for Members. Officer and Member development proceeding
	Initial discussions with Members on proposals for the first phase of the Recognition for Action Campaign. Initial action proceeding

July/August	New Performance Management System being rolled out. Member awareness and training underway
September	Proposals for the first wave of 'Responsive Local Services' project activity agreed. Implementation proceeding
	Monitoring of front line service quality by Area Committees intensifies
	Main launch of Recognition for Action campaign
December	Second wave of Responsive Local Services Project activity agreed; implementation proceeds

5.2   In order to enable Programme development and implementation to proceed in an effective and timely manner it is considered important to review, refresh and update key elements of the current policy framework as set down, in this case, in the Constitution. Proposals will therefore require consideration by full Council.

6.0   Proposals for Cabinet and Council Consideration

6.1   Cabinet is requested to consider and recommend to Council the following changes to the Constitution:

1. To change relevant sections of the Constitution in order to confirm new Portfolio responsibilities as detailed in Annex 1 (to follow).

2. To change relevant sections of the Constitution to incorporate changes relating to the Council's Scrutiny functions as detailed in Annex 2 (to follow). These take in revisions to the Committee names and terms of reference previously approved by Cabinet in the light of the proposed revisions to Portfolio responsibilities.

6.2   Cabinet will note that the Constitution will also be revised to incorporate necessary non-substantive amendments to reflect these changes, together with those changes in the number and nature of Area Committees approved by Council in November 2008.
   a. remove references to six Area Committees and replace with references to five Area Committees.
   b. remove references to Area Regeneration Frameworks and replace with references to 'Local Area Plans.'

6.3   Cabinet is also requested to agree to receive a future report which will focus upon policy or constitutional implications of changes to Area Committee operation, which are currently being discussed with Members, and which will request consideration of final draft Local Area Plans.

7.0   Reasons for the Decision

7.1   The Community Leadership Programme is at a crucial stage in its development. In its drive to achieve sustainable improvements to the way that key elements of the City's governance structure work together, it will, where necessary, inevitably identify the need for changes to current policy and practice. Changes proposed within this report are considered necessary in order to enable the Programme to proceed in a way which will maximise chances of achieving Programme objectives and outcomes in a timely and effective manner. Importantly, the changes proposed will also help to embed changes by rooting them in the Constitution.

7.2   Proposed changes to Cabinet Portfolio responsibilities are designed to promote a direct alignment of Cabinet Portfolios with the five strategic objectives of the Sunderland Strategy, with revised remits for Review Committees and to emphasise both the inward and outward-facing nature of Cabinet as a principal focus of Community Leadership within the City. Proposals also reflect the main strategic and other issues facing the Council and Sunderland at the present time.

8.0   Alternative Options

8.1   No other alternative options are proposed. The proposals identified in this report have been identified as the Programme has developed and are considered necessary to enable timely and effective implementation of the Programme to proceed.

9.0   Relevant Considerations or Consultations

(a)   **Legal Implications**
Proposals for amendment to the Constitution require the approval of full Council.

(b)   **Policy Implications**
Proposals will form the basis for next steps planning and action on a key priority of the Council and are therefore considered to be aligned with the policy framework and Corporate Improvement Priorities.

10.0   Background Papers

Community Leadership Programme documentation
Notes of project board meetings
Summary notes of Member Workshops and Quality Assurance Group

PROPOSALS FOR CHANGE TO CABINET PORTFOLIOS

Leader/ Deputy Leader

Leadership for the Council on all matters and particularly on all major, strategic, corporate and cross-cutting and commercially-sensitive issues and the Budget and Capital Programme

Community leadership for partners, residents and other interests in order to improve quality of life and satisfaction in the City

- **Strategy and policy overview**

- **Performance management including the CAA**

- **Marketing, communications and City image**

- **Strategic developments and inward investment**

- **Strategic partnerships including the LSP and ARC**

- **Strategic improvement programmes and Modernisation**

- **External and international Strategy and Programmes**

- **City Regions**

- **Regional and sub-regional governance**

- **Services for Members**

- **Equality and diversity**

Resources

Efficient, coordinated management and use of all of the Council's key resources

Maximising the capacity of the way in which the Council's resources are managed to promote local prosperity and inclusion

Providing leadership to partners in the effective use of resources in pursuit of these objectives

- **Corporate Personnel matters**

- **Budgetary and financial affairs**

- **Strategic management of Council land, buildings and other assets including the Port of Sunderland**

- **Corporate ICT matters**

- **e-government Champion, Digital Challenge and e-inclusion**

- **Strategic procurement Champion**

- **Efficiency Champion**

- **Risk management Champion**

- **Legal and democratic services**

- **Elections**

Children and Learning City

Providing leadership to improve the life chances of children and young people in the City as Lead Member for Children's Services.

Leading the City's response to education, skills and training issues and opportunities in order to promote economic and social regeneration

- **Children's Trust**

- **Corporate Parenting**

- **Protecting children and young people from harm**

- **Promoting good health and health awareness in children and young people**

- **Reduction of child poverty**

- **Safeguarding and Securing the well being of children and young people**

- **Schools and school meals**

- **Building Schools for the Future**

- **Developing the potential of children and young people through education, training, personal development and preparation for working life**

- **Promoting the development of skills and capacity which will enable children and young people to support and benefit from the City's continuing economic development**

- **Apprenticeships**

Prosperous City

Ensuring that the Council's approach to economic, social and physical regeneration of the City is integrated, enabling and effective

Providing leadership for strategic partners in order to achieve economic, social and physical regeneration objectives

- **Economic strategy**

- **Economic development and employment initiatives**

- **Business investment**

- **Planning, land use and strategic transport planning**

- **City Centre**

- **Domestic and European regeneration and economic development grants**

- **Sunderland ARC**

- **Liaison with business interest groups**

- **Support for the Leadership on all relevant local, sub-regional or regional partnerships and governance arrangements**

Healthy City

Providing leadership and support for the Council and its partners in securing the social and health care of all adults as Lead Member for Adult Services.

Leading partners to achieve improvements to public health and health awareness in the City

- **Adult social care services**

- **Mental health commissioning**

- **Supporting people including people with disabilities**

- **Supporting carers**

- **Strategic partnership with the TPCT and other partners to promote public health and wellness**

- **W.H.O. EuroHealthyCity Network**

- **Health awareness**

- **Healthy lifestyles**

- **Healthy environment**

- **Promotion of Decent Homes and good housing standards in private sector housing**

- **Specialist housing support services and provision**

Safer City

Leadership for the Council and its partners in order to make Sunderland a safe City

- **Section 17 responsibilities**

- **Safer Sunderland Partnership**

- **Anti-Social Behaviour**

- **Drugs awareness, prevention and treatment**

- **Local Multi-Agency Problem-Solving Groups (LMAPS)**

- **Emergency Planning and Local Resilience**

- **Licensing, licensing regulation and controlled drinking zones**

- **Trading Standards**

- **Public and environmental health**

- **Building Control**

- **Cultural strategy and initiatives**

Attractive and Inclusive City

Ensuring that the Council and its partners succeed in making the City attractive and accessible for all

Providing leadership for the Council and its partners to ensure that the local environment is well managed and meets customer expectations

- **Neighbourhood environmental services and street scene**

- **Highways, traffic and transportation**

- **Highways maintenance**

- **Parking and Road Safety**

- **Facilities management**

- **Grounds and buildings maintenance**

- **Refuse collection**

- **Coastal protection**

Sustainable Communities

Promoting effective partnership action within a clear policy framework to build communities that are sustainable in every sense

Ensuring that today's actions do not store up environmental issues for future generations

- **Developing integrated strategy in support of Sustainable Communities objectives**

- **Housing strategy**

- **Environmental policy**

- **Heritage and design champion**

- **Housing renewal**

- **Strategic relationships with Registered Social Landlords and Private Sector housing providers**

- **Homelessness and housing advice**

- **Recycling**

- **Strategic waste management**

- **Carbon Management**

- **Cohesive and inclusive communities**

Responsive Services and Customer Care

Providing leadership for the continuing development of Area arrangements as a principal means of improving the relevance of services to local communities and circumstances

Championing the continuing improvement of customer care policy and practice

Championing improvements in the responsiveness of services to local needs and customer feedback

Developing the community's capacity to engage in the shaping, delivery and review of services

- **Area Committees**

- **Area Partnerships**

- **Local Area Plans**

- **Area Budget policy framework**

- **Area Budgets including the Community Chest**

- **Customer care policy and practice**

- **Improving the responsiveness of neighbourhood services and facilities to local circumstances and customer feedback**

- **Improving the responsiveness of personal services to customer feedback**

- **Contact Centre and Customer Services Network**

FINAL

- **Community development**

- **Adult and community learning**

Remits of Overview and Scrutiny Committees

New Committee Membership : 11	Current Committee & Remit Membership : 12	New General Scope	New Remit
Management Scrutiny Committee	Policy & Coordination • Strategic Policy • Inward Investment & Business Support • Corporate Services • The overall review of Partnerships (including relations with external bodies) • External Affairs • Co-ordination of Review Committees • Port (Operational) • Asset Management & Building Maintenance • Corporate Communications • Property Services • European Affairs • Comprehensive Performance & Area Assessments • Performance Issues Corporate • Area Arrangements • Governance • And to review any matter not falling within the remit of any of the following;	To co-ordinate scrutiny business and manage the overall Scrutiny Work Programme and consider the Council's corporate policies, performance and financial issues.	• Corporate Improvement Plan • Sunderland Strategy • Partnerships (including relations with external bodies) • Enhancing the role and reputation of Sunderland regionally, nationally and internationally • Coordination and development of the scrutiny function • Asset Management, Property Services & Building Maintenance • Area Frameworks • Corporate Communications • External Assessments • Public Protection and Trading Standards • Governance • Emergency Planning (to refer to appropriate Review Committee) • Budget, financial resources and value for money • To review any matter not falling within the remit of the other Scrutiny Committees.

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Prosperity and Economic Development Committee Prosperous City	Policy & Coordination / Regeneration	To consider issues relating to the economic prosperity of the city	• Inward Investment and Business Support • Regeneration • Improving employability • Encouraging economic prosperity • Boosting the skills and knowledge level of the workforce • City Centre • Marketing & Tourism
Health and Wellbeing Committee Healthy City	Health & Well-Being • Social Care (Adults) • Welfare Rights • NHS Interface • Scrutiny of Health Services • Health & Well-Being (Children & Adults) • Public Health • Citizenship (Adults) • And to review progress against future actions arising from inspections of Adult's Services	To consider issues relating to health and adult social care services	• Social Care (Adults) • Welfare Rights • Relationships and scrutiny of health services • Healthy life and lifestyle choices for adults and children • Public Health • Food Law Enforcement • Citizenship (Adults) • External inspections (Adult Services)

Children Young People & Learning Committee Learning City	Children • Schools • Special Education Support • School Governors • Special Units • Youth Service • Citizenship (Children & Young People) • Youth Parliament • Derwent Hill • Social Care (Children) • Youth Offending • Sure Start • And to review progress against future actions arising from inspections of Children's Services	To consider issues relating to children and young people, and learning for all ages	• Children & Young People's Plan Outcomes: • Be Healthy • Stay Safe • Enjoy and Achieve • Positive Contribution • Achieve Economic Well-Being • Adult Learning Plan Outcomes • Libraries • Youth Justice Plan
Community and Safer City Committee Safer City	Regeneration & Community • To act as the Council's crime and disorder committee • Regeneration • Area Frameworks • Social Inclusion • Housing Strategy • Relations with Gentoo • Private Housing • Housing Associations • Public Protection and Trading Standards • Community Safety (including Domestic Violence) • Community Cohesion • Anti-social behaviour • Equalities	To consider issues relating to community safety and promoting a cohesive, integrated and inclusive community.	• Safer Sunderland Strategy • Social Inclusion • Community Safety • Anti-Social Behaviour • Domestic Violence • Community Cohesion • Anti-social behaviour • Equalities • Licensing policy and regulation • Community Associations • Registrars

Environment and Attractive City Committee Attractive & Inclusive City	Environmental & Planning • Building Control • Planning Policy/Strategic Planning • Transport • Land Use • Coast Protection • Emergency Planning • City Centre • Grounds Maintenance • Management & Highways Services • Cemeteries & Crematorium • Port (Non-Operational) • Facilities Management (Excluding Leisure Centres)	To consider issues relating to environment, neighbourhoods and sense of place.	• Place Shaping • Building control • Unitary Development Plan and documents comprising the development plan • Local Transport Plan • Coast Protection • Cemeteries & Crematorium • Grounds Maintenance • Highways Services and streetscene • Waste and recycling • Allotments
Sustainable Communities Committee Cross Cutting Priorities • Sustainability • Creating Inclusive Communities • Housing • Culture	Regeneration and Community Culture and Leisure Attractive and Inclusive City • Libraries • Art Development • Museums • Community Associations • Sports Development • Marketing & Tourism • Leisure (including facilities) • Recreation and play • Registrars • Allotments • Licensing Policy • Heritage	To consider issues relating to sustainability and key city projects, and maintain an overview of each of the Sunderland Partnership's cross cutting priorities.	• Major Projects • Sustainability overview • Creating Inclusive Communities overview • Housing overview • Housing Strategy • Private Housing • Housing Associations • Culture overview • Art Development • Museums • Heritage