

# Corporate Plan 2012/13 - 2014/15







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# Introduction

This is Sunderland City Council's Corporate Plan for the years 2012/13 – 2014/15; our strategic plan for the next three years. It is written within the context of achieving the vision for the city for **“Sunderland to be a smart, sustainable city synonymous with the North East with a high performing and admired council.”**

The Corporate Plan describes the council's contribution to this vision for Sunderland, in support of the Sunderland Strategy produced by the Sunderland Partnership, to which the council is central. It sets out our priorities and the significant actions we will take. These, in turn, shape the activity of our directorates, services and employees. It demonstrates how the council will focus its resources on the most important outcomes we seek for the city's People, Place and Economy.

We've developed this Corporate Plan on the principles of clarity, transparency and accountability, through each of the four sections:

- **Section 1: Purpose and progress** - an introduction to the council and our vision for the city, where the Corporate Plan sets out our strategic direction based on our vision, past achievements and the context in which we work.
- **Section 2: Sunderland today** - a description of Sunderland and its unique characteristics in respect of our People, Place and Economy, together with the legislative and financial changes impacting on the council and the city.
- **Section 3: What do we want for our People, Place and Economy?** - a description of the most significant actions we plan to take and the results we expect to deliver in respect of Sunderland's People, Place and Economy. We have identified the responsible members and officers who will make sure we deliver against these commitments.

- **Section 4: How we are organised and the Sunderland Way of Working** - a description of how we organise ourselves as a council to deliver against our commitments in the years ahead.

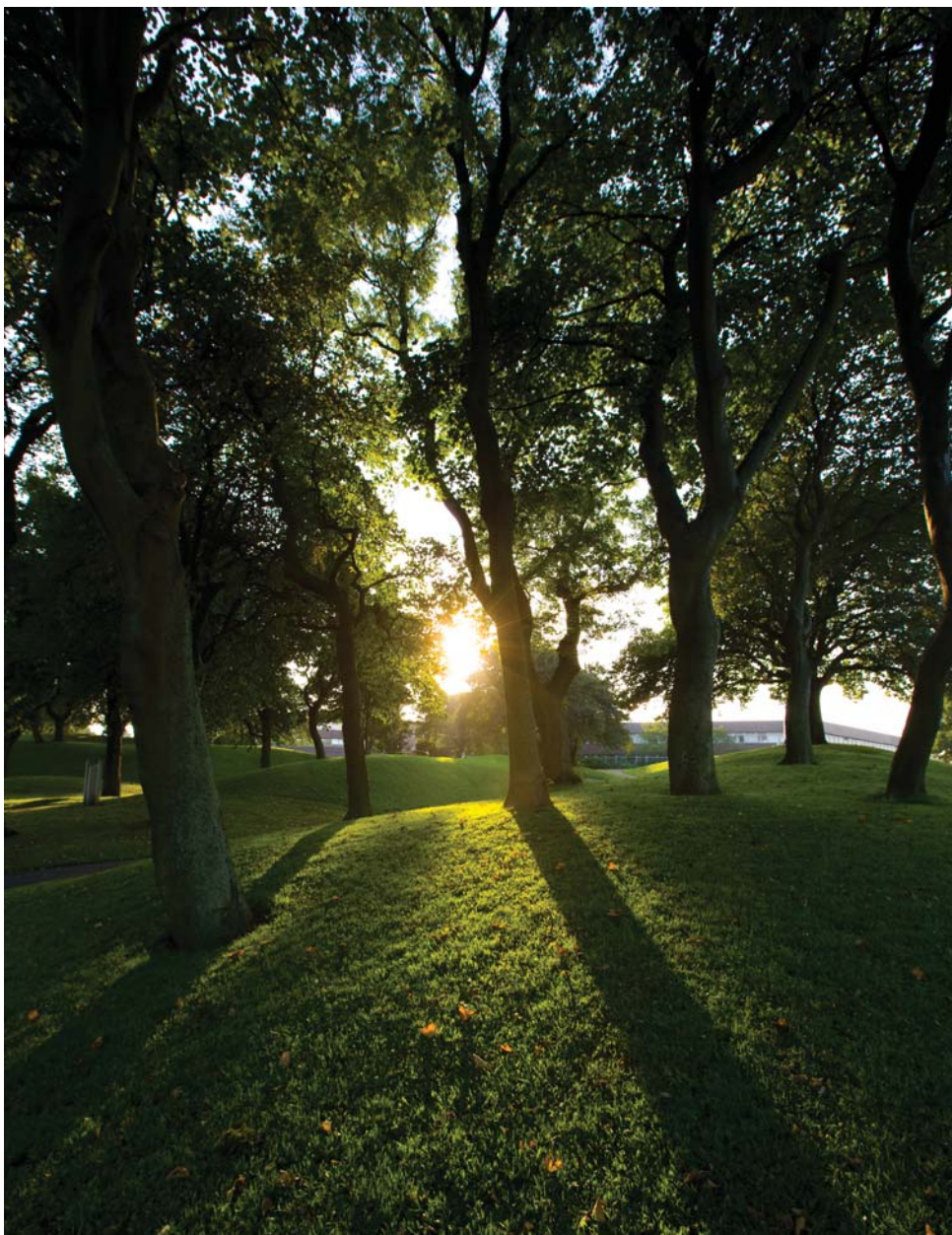
Underpinning this plan, is a series of Directorate Plans and Service Business Plans. They translate the priorities of the Corporate Plan into operational delivery at directorate, team and individual level. They contain the operational detail for identifying, planning and managing the most important actions of the Corporate Plan, but also the wider significant actions of services. The Service Business Plans are being equality analysed: that means we will have considered the impact of actions and changes on the city's individuals and communities.

On reading the Corporate Plan, we hope that you will have (i) a clear understanding what the council is trying to achieve for Sunderland, (ii) confidence that the council is implementing and managing appropriate actions, (iii) a means to be able to hold the council to account, and (iv) a means for employees to be able to understand their contribution towards the achievement of the outcomes. To help us determine that we have achieved this, we would like your feedback, through the Corporate Plan website (see below).

The Corporate Plan 2012/13 - 2014/15 is intended as a dynamic plan: one that is updated to reflect progress. The 'realtime' version of the plan is therefore web-based. The printed plans reflect our position at 1 July 2012. We will update on a regular basis and we will also share more information as it becomes available. Particularly, we will share updates on our performance against outcomes for People, Place and Economy.

The plan contains links to associated documents, plans and material, which can be accessed by clicking on the links on the web-based plan. For readers of the printed plan, material contained within links can be accessed through the website at [www.sunderland.gov.uk/corporateplan](http://www.sunderland.gov.uk/corporateplan) or by contacting Vanya Ellis on 0191 561 7919 or [vanya.ellis@sunderland.gov.uk](mailto:vanya.ellis@sunderland.gov.uk).





# Section 1: Purpose and progress

This is Sunderland City Council's Corporate Plan for the next three years.

Our purpose as a council is to **"ensure Sunderland is a place where people can fulfil their ambitions and potential."**

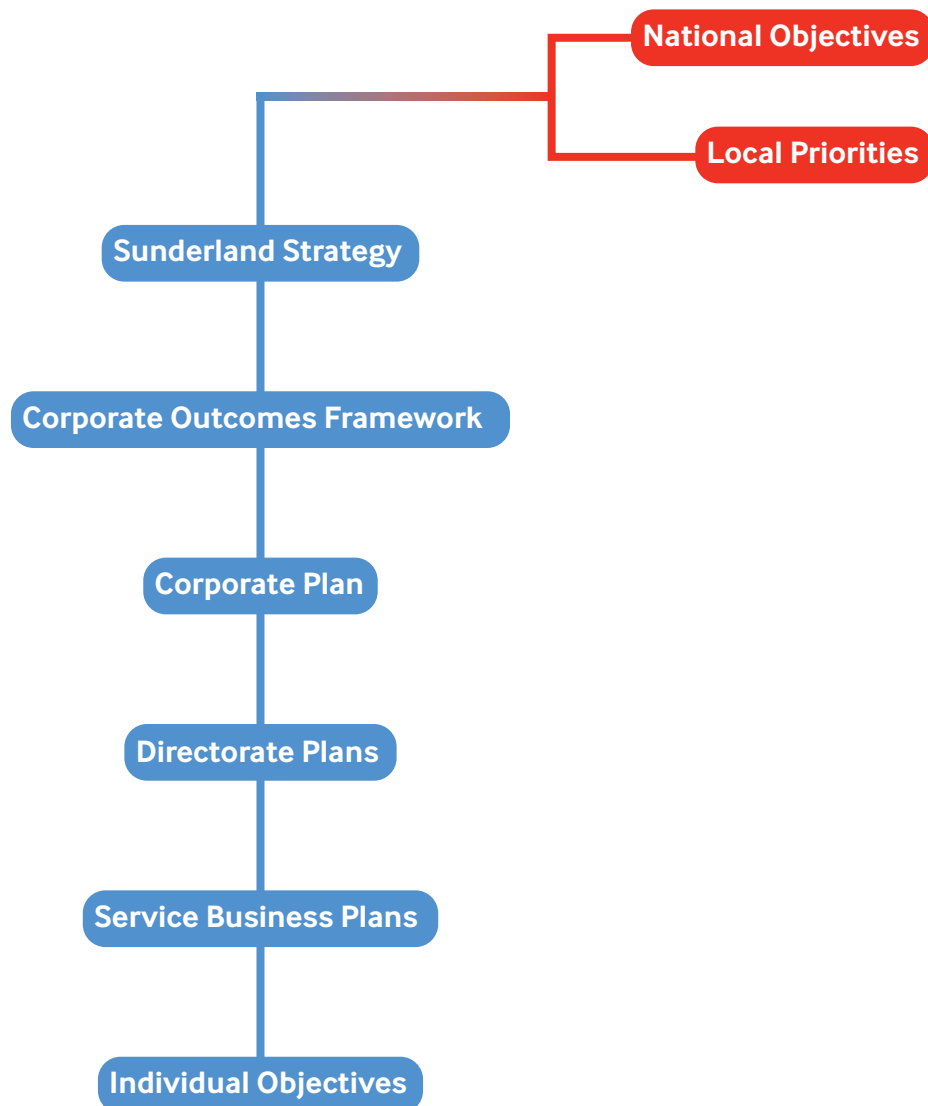
Our Corporate Plan explains how we will fulfil our purpose.

In summary it:

- Describes how the council is organised and how we will operate
- Outlines the strategic direction of the council for the next three years
- Sets clear priorities and explains how we will measure success
- Explains how we will align our resources to achieve our aims

The council's vision is for Sunderland to be a smart, sustainable city, synonymous with the North East with a high performing and admired council.

## How the Corporate Plan fits into our Strategic Management Process



We have developed a set of guiding principles to help our decision making, agree priorities and shape how we do things. These are:

- Elected members are community leaders at the core of decision making
- Our communities, residents and businesses are at the centre of everything we do
- We encourage, respect and value innovation and enterprise
- We demand high performance, personal responsibility and personal accountability
- We value people's individual contributions to our collective goals
- We are ambitious for the city and for ourselves; we view all change as an opportunity; we celebrate and build on our past without being confined by it

To translate these principles into clear outcomes that will deliver our vision for the city we have set ourselves three strategic priorities:

**People** – raising aspirations, creating confidence and promoting opportunity

**Place** – leading the investment in an attractive and inclusive city and its communities

**Economy** – creating the conditions in which businesses can establish and thrive

The Corporate Plan sets out our priorities and the significant actions we will take. These, in turn, shape the activity of our various services and how we will focus our resources.

We are clear where we need to get to and what we need to do to get there.

Public services are under tremendous pressure. We are challenged to do more for less and the economy is showing no signs of recovery.

Government has made a commitment to devolve decision making to local communities, along with more choice and power over the services they receive. Yet, there are far fewer resources available to meet the challenges we face. Within five



years, the council as we know it will have changed significantly. We want to determine our own future rather than having it determined for us. We have started to do this through what we call the 'Sunderland Way of Working'. Already, we are providing better services at a lower cost.

We have some brave decisions to make as we look to new ways of delivering services. However our achievements over the past three years give us confidence in planning for the future.

- We are the only council in the country still offering support across all four Fair Access to Care bands - this means we offer social care to all residents who need it
- Our Street Scene services have their highest ever levels of satisfaction
- We have delivered £58 million of savings with a further £28 million this year, and we have managed to keep our commitment to no mass redundancies
- Our Community Leadership Programme has been reviewed by the RSA 2020 Public Services Hub who recommended that Sunderland establish a national 'observatory' for community leadership
- In the past three years we have attracted 6,750 new jobs and £1.5 billion of capital investment in the city
- We have been successful in our bid to Department for Transport and secured £82.6 million towards the new Landmark Wear Bridge to support further regeneration - with an estimated return on investment of £4 for every £1 of public money invested



Councillor Paul Watson, Leader of the Council

**“Sunderland is a resilient city and we will continue to determine our own future rather than have it dictated to us. We will continue to prioritise services for the most vulnerable as well as pursuing economic opportunities for the city”**





Dave Smith, Chief Executive of the Council

**“In developing the Sunderland Way of Working and particularly through our unique approach to community leadership we will continue to create sustainable, flexible and truly local services, delivering real outcomes for residents”**





## Section 2: Sunderland today

Sunderland is unique. With both a coastline and a river, the city lies at the hub of sea routes to key European ports. We are less than 60 minutes drive from two international airports with even faster links to the nation's motorways and mainline rail networks, including a direct service to London. Dominant in the city is the river Wear, which winds its way through acres of working farmland and landscaped parklands, thriving urban communities and an attractive cityscape rising on the foundations of major new investment and regeneration schemes.

Building on our industrial heritage of shipbuilding and coalmining, Sunderland is still known as a 'producer' city. We're world leaders in automotive manufacture (Nissan produces a fifth of all UK vehicle exports) and home to specialists in advanced manufacturing, customer services and financial contact centres. We are developing a reputation as a hub for low carbon expertise and we have a small but growing niche software sector.

In the last 10 years we've attracted more jobs through inward investment than any other location in the North East and we've worked hard to equip our businesses and entrepreneurs with impressive facilities such as Doxford International and Rainton Bridge South Business Parks.

The Port of Sunderland further raises our city's profile as a key destination for investment and growth. As the largest municipal (council-owned) Port in the country, it is extremely well-placed to support the developing offshore renewables sector and specifically offshore wind energy generation.



Our international links are strong. Sunderland is the only non-capital city to have a friendship agreement with Washington DC. We also have a friendship agreement with Harbin in North Eastern China and active connections with our European twin-towns of Essen and Saint Nazaire.

Here in Sunderland we have open green spaces, impressive businesses and retail parks, state of the art schools and colleges and an industry oriented award-winning university favoured as one of the best places in the country to study.

Sunderland is a key destination on the coast to coast (C2C) cycle route. We put on the largest free airshow in Europe and host West End shows at the Empire Theatre. We are home to the spectacular Stadium of Light with its premiership football and summer stadium concerts and we can lay claim to the region's only olympic-sized pool at the Aquatic Centre.



Crime continues to fall in the city - with 1,637 fewer victims between 2009/10 and 2010/11 - equating to an 8% reduction. Surveys show residents recognise that crime and antisocial behaviour are falling and the vast majority of residents feel safe in their local neighbourhood.

We're home to over 122,000 households spread across some 60 neighbourhoods. As a result of a decade that has seen many new quality housing developments being built as well as existing housing stock being renewed - the proportion of properties in council tax bands A-B has reduced to 77% from over 80%.

Sunderland values its green and open landscape and we care about our environment. We are improving our household recycling/reuse rates year-on-year, with rates of 35.4% in the first nine months of 2011/12, compared with 32.3% for the same period of the previous year.

Our city is a brilliant place to learn and study. Innovative new academies and community schools are expanding the knowledge, technical, creative, social and sporting skills of tomorrow's entrepreneurs. The percentage of pupils at 16 with five A\*-C GCSE including english and maths has improved from 28% in 2000 to 55% in 2011.

The University of Sunderland has some 15,000 students, including around 1,500 from overseas. It has a prestigious modern campus at St.Peter's riverside, together with a £75million city centre campus. It has one of the best media centres in Europe and is well placed to influence the shaping of a new kind of university city.

Over 80% of residents are satisfied with their local area as a place to live (Residents' Survey 2010).

The city has much going for it, but there remain areas of deprivation. 70 of our 188 Census Localities (called Super Output Areas) are ranked among the 20% most deprived in England. This is 12 fewer than in 2007 but there is clearly much more to do.

As an international trading city, our economy is heavily influenced by the national and global economy. There has been a steady stream of positive announcements regarding investment and jobs in the city, particularly in the automotive sector. Figures suggest that businesses are still starting up in Sunderland, but at a reduced



rate to that experienced the previous year, in line with the North East Region as a whole. However, we remain committed to and confident in progressing the activities outlined in our Economic Masterplan, which identified that the Sunderland economy is reliant on too narrow a range of industries. The Economic Masterplan seeks to address this.

The population of Sunderland fell during the past 20 years in response to industrial changes. In the early 1990's Sunderland's population was close to 300,000. It is currently 283,500 (2010 mid-year estimate), although projected to rise to 290,300 by 2033 - a projected population increase of 2.4% by 2033. This projected increase is insufficient for economic growth.

Life expectancy is rising and this in turn will lead to an increase in the number of older people living in the city. It is projected that the number of people above 65 years of age will rise from 47,000 (2010 mid-year estimates) to 70,500 by 2033 which equates to an increase of 50%. The number of people aged over 85 years - those with potentially the greatest care needs - is predicted to more than double from 5,200 to 12,800 over the same period.

Sunderland has some particular challenges in relation to the health and wellbeing of our residents:

- Levels of obesity within Sunderland are higher than the national average. The local level of obesity for males is 24.1% and females 24.9%, with prevalence highest in the most disadvantaged areas. Levels of childhood obesity at Reception Year (ages four and five) have reduced from 11% in 2008/09 to 10.2% in 2010/11. However, for children in Year 6 (ages 10 and 11) there has been an increase from 20.2% in 2008/09 to 21.9% in 2010/11. These childhood obesity trends are reflected nationally, although levels in Sunderland are greater than the average for England.
- Sunderland has higher levels of alcohol-related diseases than the national average - 28.3% of adults in Sunderland drink above the recommended weekly safe limits, compared with 19.9% nationally (2008 Health and Lifestyle Survey undertaken by NHS South of Tyne and Wear).

- Smoking rates are higher than the national average, 25% compared with 21.7% (2008 Health and Lifestyle Survey).
- There has been an increase in admissions to permanent residential and nursing care during 2011 for those aged 18 to 64, and an even bigger increase for those aged 65 and over. At the same time there has also been an increase in the number of older people helped to live at home, meaning more older people are being helped through adult social care to live independently in their own homes.
- Sunderland's under-18 conception rate has reduced from 52.8 per 1,000 population in 2009 to 50.1 in 2010, representing a real reduction from 288 to 264 conceptions. This represents a continuing trend in reducing teenage pregnancy in Sunderland. The Sunderland rate, however, is above both national (35.4) and North East averages (44.3).



At any one time there are between 379 and 412 children looked after by Sunderland City Council (based on data for the last two years). On average there are 70 looked after children for every 10,000 children in Sunderland; most spend under three years in care. At the end of December 2011, 88% of children who were looked after for more than two and a half years were either in the same placement for more than two years, or had moved to a different placement to improve their outcomes. The proportion of care leavers who were not in employment, education or training around their 19th birthday at the end of 2011 was 31% - indicative of the challenging circumstances facing 19 year old care leavers.

The council operates in an environment of political, economic, social, technological, legislative and environmental changes. Many characteristics of Sunderland today have been affected by such changes, and going forward we need to adapt further to the pace of change taking place; particularly the very prominent legislative and financial changes dominating the headlines. The government's Big Society agenda launched during 2010, paves the way for the transfer of power from Whitehall to local communities – and the Localism Act 2011 aims to deliver many of the Big Society reforms, in conjunction with the Open Public Services White Paper 2011, the Welfare Reform Bill 2012 and the Education Act 2011 to name but a few. Sunderland communities can expect more power to take decisions and shape the way their area is served, expect to receive public services from a wider range of providers, and expect to play a more active role in society. As a council, we are already responding to the reforms through a variety of mechanisms, which have far reaching impacts not only on our communities, but on the way the council operates, with changes centering around choice, decentralisation, diversity, fairness and accountability.

There has been much in the news about the level of funding that councils receive from central government and the arrangements for councils to generate their own funding. Public spending reductions have been taking hold and as a council we were planning for them long before they were announced (See 'Sunderland Way of Working' – Section 4). Last year, we reduced our spending by £58 million while protecting frontline services as much as possible, and in the year ahead we plan to reduce our spending by a further £28 million. Whilst we know that public spending

reductions will continue into the future, planning for the reductions and changes from 2013/14 has uncertainties due to the reforms being made to the way local government revenue expenditure is financed (we will find out our 2013/14 grant allocation in late 2012).

Given slow growth across the country, concerns about a further banking crisis in the Eurozone, increasing inflation, government's focus on deficit reduction and policy changes with regards to benefit payments, it is likely that the impact of the recession on some of our communities will continue to be felt for some considerable time. It is important that the council understands the factors impacting on communities in the city, in order to inform actions that can be taken to tackle them.

**The city has good reason to be positive for the future. This is a vibrant, creative place in which to live, work and prosper. However, there are key challenges to be tackled in the next three years to continue with the positive development seen over recent years. Our approach to achieving our desired outcomes is outlined in Section 3.**





## Section 3: What do we want for our People, Place and Economy?

**We will promote economic growth and increased prosperity by providing access to information, support, opportunities and choices; focusing on improving the prosperity of those that are in, or at risk of poverty to narrow the gap between those less well off and the population at large. We will understand, challenge and increase the aspirations of Sunderland, its people, families, communities, businesses and organisations; to build on their inherent strengths and help them thrive.**

# People

For our People, we will seek to “raise aspirations, create confidence, and promote opportunity”. As we increase the number and range of opportunities available in the city and the wider area, we want to ensure that the city’s residents are ready and able to make the most of these opportunities to fulfil their ambitions and potential. Through our community leadership work we will work with communities to understand needs, aspirations and opportunities at a local level. Where communities face their own challenges or have particular needs, we will place an emphasis on early intervention and prevention. We understand that people need to feel secure about their lives within their neighbourhoods and have trust in public services. We will work together with our partners to enable people to feel confident about their lives and the opportunities for them in the city.

To support this we will focus on personalisation, early intervention and strengthening families. This involves us bringing our services together and intervening early, where appropriate. It is essential that we get people’s buy-in to this work and that we extend our approach from being about the individual to a broader, family focus. We will take into account family circumstances and there is no ‘one-size-fits-all’: our aim is to engage people and support them through a tailored approach.

We will link up and strengthen our child and adult services in different local areas. We will build our early intervention into the way we work with individuals and families. Some specific actions during the course of this plan include:

- Engaging the city’s key education providers, via the Education Leadership Board, to develop a whole life strategy for learning.
- Engaging with early years, primary schools and secondary schools to intervene early in a young person’s life, where required, for the reduction and prevention of teenage conception, childhood obesity, alcohol misuse and substance misuse by young people.
- Enhancing locality based-services to support family needs and strengthen families, including a re-design of our Children’s Centres.
- Ensuring that the highly effective Youth Offending Service continues to divert young people from offending in the context of changed funding arrangements through the Police Crime Commissioner.
- Working hard to break the cycle of poverty in Sunderland through a strong lead from the Sunderland Partnership and the Child and Family Poverty Strategy. This will include mitigating the negative impacts of Welfare Reform.
- Promoting self-directed support in health and social care.
- Expanding our ‘Reablement at Home Service’ and developing a Single Point of Access to provide a greater focus on prevention, reablement, recovering and supporting people to live at home.

We believe our personalisation, strengthening families and early intervention approach will have positive impacts across health, education, employment, homelessness, offending, vulnerability and independence.

## Cabinet Secretary, Councillor Melville Speding has the overall responsibility for our People outcomes:

A city where everyone is as healthy as they can be and enjoys a good standard of wellbeing

A city with high levels of skills, educational attainment and participation

A city which is, and feels, even safer and more secure

A city that ensures people are able to look after themselves wherever possible



Message from the Cabinet Secretary: Councillor Melville Speding

# “Sunderland’s greatest asset is its people”





# What we want for our People

**A city where everyone is as healthy as they can be and enjoys a good standard of wellbeing**

## What do we want to achieve?

A city where everyone is as healthy as they can be and enjoys a good standard of wellbeing - through our community leadership we will work with communities, families and individuals to understand the barriers to becoming more healthy and staying well, and respond accordingly. Health equality for all is important to us and we will make available the necessary information, skills, opportunities and support to achieve this. Everyone will be encouraged to choose a healthy lifestyle and to look after and improve the health and wellbeing of others.

## What will we do?

Through our community leadership role and through the Health and Wellbeing Board we will provide leadership for health and wellbeing in the city. We will support better public health during the transition to the council, of our new public health improvement responsibilities in Year Two (**Assistant Chief Executive and Executive Director of Health, Housing and Adult Services**).

In Year One we will develop our partnership with the GPs Clinical Commissioning Group (CCG) to deliver the CCG's top ten priorities for the city, so that the city benefits from an effective, integrated approach to health and social care (**Assistant Chief Executive and Executive Director of Health, Housing and Adult Services**).

In Year One we will encourage more people of all ages and abilities to get involved in sport and volunteering, building on the 2012 legacy by providing opportunities to access high quality sport, wellness and physical activity. We will also, following the Sustainable Communities Scrutiny Review, assess current service provision aligned to customer need and use the findings to develop proposals that facilitate, support and enable other potential providers to get involved in improved service delivery in Year Two and beyond (**Executive Director of City Services**).

## Why do we need to take action?

Substantial health inequalities exist within Sunderland itself, and between Sunderland and England. These health inequalities include obesity, alcohol related diseases and smoking rates. We know that we have particular communities where these health inequalities are most evident and we need to address this. We know that early prevention can reduce more complex health issues in the longer term. Furthermore, we have an ageing population which will bring its own demands on health and social care services. The economic downturn is affecting Sunderland more than many other English cities, highlighting the need for consistent advice services and quality care.

The 2010 White Paper Healthy Lives, Healthy People, affords us the opportunity to take a lead on tackling these issues, through our new responsibilities to improve public health (from April 2013).

Sport, physical activity and volunteering are recognised as playing their part in improving health and wellbeing so we want to encourage a general increase in the uptake of these in the city. We already have excellent sport, health and wellbeing and volunteering opportunities in the city but we know we need more targeted specialist services for people with particular health issues.

## How will we measure our success?

- The health inequalities gap will reduce in respect of life expectancy, obesity, substance misuse and teenage pregnancy
- More residents will participate in sport and physical activity
- More residents will report that they are in good health
- Fewer people will need residential care
- More people will have their health needs met in the community and there will be fewer hospital admissions

## Who will make sure we deliver?

Councillor Patricia Smith,  
Children's Services Portfolio Holder

Councillor John Kelly, Public Health,  
Wellness and Culture Portfolio Holder

Keith Moore, Executive Director  
of Children's Services

Neil Revely, Executive Director  
of Health, Housing & Adult Services





# What we want for our People

## A city with high levels of skills, educational attainment and participation

### What do we want to achieve?

A city with high levels of skills, educational attainment and participation - we will improve residents' job and career prospects through a range of lifelong learning, volunteering and training opportunities. Equality of opportunity for all residents is important to us as a council.

### What will we do?

We will support our young people to do well through a programme of school-to-school improvement. In Year One we will work with schools to develop alternative models for sharing knowledge, skills and resources. We will also offer schools specialist services such as psychology, additional education needs and attendance – these are areas where we can add most value (**Executive Director of Children's Services**).

We will reduce the number of young people who are not in education, employment or training (NEET). In Year One, we will work with partners to respond to the Government's 'Raising the Participation Age' agenda. In Years Two and Three we will secure education or training for 16-18 year olds in the city and support them to take this up (**Executive Director of Children's Services**).

We will invest in school buildings. In Year One, this will include major school repairs, addressing pressure on primary school places, and supporting schools in managing the lower capital allocations they are now receiving (**Executive Director of Children's Services**).

Throughout Years One to Three we will provide up to date and relevant lifelong learning opportunities in the city that reflect the local economy and how it is developing so that local people can keep their skills and knowledge current and remain highly employable (**Executive Director of Children's Services**).

### Why do we need to take action?

A good education gives people more choice and opportunity throughout life so we would like our young people in the city to achieve the highest level of education possible so that they can fulfil their ambitions and potential. In Early Years we have sustained improvements over the last four years and exceeded the national average. We have narrowed, and indeed closed, the gap between Sunderland and the national average on some key measures of educational attainment across the key stages but want to keep on improving.

The Government too, is committed to improving education and skills as the key link to employment, reaffirmed with the Skills for Sustainable Growth Strategy 2010, and its 'Raising the Participation Age' agenda which requires young people to continue in education or training until their 18th birthday from 2015. We are keen to respond to this to make sure Sunderland residents will benefit.

The Education Act 2011 also brings new challenges and opportunities going forward, particularly in relation to school improvement activity where schools will soon be responsible for their own improvement. We are working with our schools to ensure they are ready for this change.

### How will we measure our success?

- The educational attainment across the city will exceed national averages at all Key Stages
- Every school's national curriculum results will exceed national floor targets
- More residents will be in education, training or employment
- Schools and services will be rated good or outstanding by Ofsted

### Who will make sure we deliver?

Councillor Patricia Smith,  
Children's Services Portfolio Holder

Keith Moore, Executive Director  
of Children's Services



A photograph of the University of Sunderland campus. In the foreground, a dark blue sign with white text is partially obscured by green foliage. To the left of the sign is a red, stylized sculpture. In the background, a large, modern brick building with large windows and a blue bridge are visible under a clear sky. A few people are walking on a paved path in the middle ground.

# University of Sunderland

Sir Tom Cowie Campus  
at St. Peter's

# What we want for our People

## A city which is, and feels, even safer and more secure

### What do we want to achieve?

A city which is, and feels, even safer and more secure - we will deliver and promote crime prevention, early intervention, and enforcement measures including creating safe and secure environments. People will be provided with support and re-assurance so that they are safer and feel safer, particularly those who are the most vulnerable in our city.

### What will we do?

Throughout Years One to Three, we will implement the Safer Sunderland Partnership's delivery plan: tackling alcohol, drugs, domestic violence, violent crime, anti-social behaviour, safety and feelings of safety and re-offending (**Deputy Chief Executive**).

Building on the strengths of our communities, and developing the Strengthening Families approach, in Years Two and Three we will support people out of offending through a focus on accommodation, employment and training and substance misuse (**Executive Director of Children's Services**).

Throughout all three years, we will safeguard our vulnerable adult residents, applying the principles of personalisation (empowerment, autonomy and independence). We will also work with our partners through the Sunderland Safeguarding Adults Board and Sunderland Safeguarding Children's Board to promote excellent practice in safeguarding and ensure learning is shared and prevention is maximised. In Year One we will adopt revised safeguarding arrangements in line with national best practice. In Year One we will change aspects of care and support services to better support people through reablement, assistive technologies and personal budgets, at the same time as developing our approach for an alternative service delivery model by the end of Year Three (**Executive Director of Health, Housing and Adult Services**).

### Who will make sure we deliver?

Councillor Cecilia Gofton, Responsive Services and Customer Care Portfolio Holder

Janet Johnson, Deputy Chief Executive

### Why do we need to take action?

Recorded crime in Sunderland has fallen by 50% in the last eight years. That equates to over 19,200 fewer victims. It has stayed below the national average for the last six years and continues to fall. However, we know there are still challenges to be addressed. A number of issues and repeat problems have been highlighted through our annual Partnership Intelligence Assessment of a wide range of crime, disorder and substance misuse information. Whilst 95% of residents say they feel safe living in their local area, fewer feel safe in Sunderland as a whole.

There is still more to be done around tackling the different routes out of offending and to reduce repeat victimisation for issues such as domestic violence, hate crime and anti-social behaviour. We cannot tackle these issues alone. We need to work across a wide range of agencies and partnerships and call on the support and commitment of all of our communities to achieve this. Our Safer Sunderland Strategy offers the approach for achieving sustained reductions so that Sunderland is a city which is, and feels, even safer and more secure.

It is good that Sunderland residents are living longer, but this continues to place pressure on Adult Social Services at a time when funding is under pressure too. We need to adapt our services to meet these requirements. The introduction of personal budgets to bring more choice and control means new ways of working.

### How will we measure our success?

- The extent to which residents feel safe will improve
- The extent to which residents are confident that the police and council are dealing with anti-social behaviour will improve
- No increases in the rate of young people offending for the first time
- Recorded anti-social behaviour will fall
- Recorded crime will fall







# What we want for our People

## A city that ensures people are able to look after themselves wherever possible

### What do we want to achieve?

A city that ensures people are able to look after themselves wherever possible - we will safeguard and promote the welfare of those who are vulnerable by working with them at the earliest opportunity and making the best use of all resources available. This will include building on their own resources, skills and capacity to ensure that they are and feel safe, cared-for and happy. If people need help we will help them find it and where appropriate provide it. We will offer them greater choice and control over the support they receive and the money that pays for it.

### What will we do?

We will take significant steps to improve a child's experience, from needing help to receiving effective protection from abuse and neglect. In Year One, we will adopt flexible assessment timescales, enhance our multi-agency approach, recruit more foster carers and find ways to reduce a child's need to change Social Workers (**Executive Director of Children's Services**).

In Year One we will further strengthen the effectiveness of the Sunderland Safeguarding Children Board including overseeing the implementation of the recommendations of the Ofsted Inspection of Safeguarding and Looked After Services, and implementing a revised multi-agency approach to adult safeguarding (**Executive Director of Children's Services and Executive Director of Health, Housing and Adult Services**).

In Year One we will improve the experience of young people in transition between Children's and Adult Services, and ensure that young people and their families come to expect self-directed support and personalised care (**Executive Director Health, Housing and Adult Services**).

In Year One we will ensure that all people with continuing eligible social care needs have a personal budget, with the aspiration that the majority will take it as a direct payment. We will also re-focus our service in localities to promote community capacity and responsive personalised services (**Executive Director Health, Housing and Adult Services**).

### Why do we need to take action?

Outcomes for children in care in Sunderland continue to improve. However, there is still a gap between outcomes for looked after children and the wider group.

The recommendations from the Munro Review of Child Protection provide an opportunity to reform our services to better support these vulnerable children, and all children in need. We need to grasp this opportunity to focus services on the child and their family and intervene as early as needed to improve individual outcomes.

We will work to make the city an all age friendly city, accessible to all and where more people can remain independent without the need for formal services. Quite rightly, our people expect services suited to their specific needs. Increasingly, they want to live independently and build on their own resources.

In supporting and encouraging people to exercise their freedom and choice, especially those who may be vulnerable, it is also important that we recognise risk and ensure people receive appropriate protection and support.

### How will we measure our success?

- Many more people supported to direct their own care and support
- Improved outcomes for Looked After Children
- The extent to which customers and carers are satisfied with the social services they receive will improve
- Reduced proportion of children living in poverty

### Who will make sure we deliver?

Councillor Patricia Smith,  
Children's Services Portfolio Holder

Councillor Graeme Miller, Health, Housing  
and Adult Services Portfolio Holder

Keith Moore, Executive Director of  
Children's Services

Neil Revely, Executive Director of Health,  
Housing and Adult Services







# Place

For our Place, we will seek to “lead the investment in an attractive and inclusive city and its communities.” The future of our city depends on its people and diversity – be it in terms of culture, age, lifestyle or opportunity. To ensure that we have a diverse mix of people and communities in the city we will create neighbourhoods that are good places to live, offering existing residents everything they need for a very good quality of life as well as attracting people to move to the city from other locations.

Our roles in place shaping and place management underpin our efforts. Our place shaping role is about ensuring the city’s future physical development meets local needs and is of a quality and scale that is synonymous with a modern, vibrant, cosmopolitan city. Place management is about ensuring that current and future developments, environments and the public realm are managed and maintained to the highest standard to help achieve our goals and support people to live healthy, safe, prosperous and enriched lives. In addition we have a key role to play in ensuring that all of our communities are empowered to respond proactively to future opportunities and challenges – we call this community resilience.

Our Community Leadership Programme has a key role to play in place shaping, place management and community resilience by ensuring that local services are responsive and able to be flexed according to local need; we call these ‘Responsive Local Services.’ This approach is wholly customer-led and allows different solutions in different areas. The first services to be included in this new way of working were our StreetScene services including: fly tipping, litter, graffiti, dog fouling, and further services are now being brought into the programme.

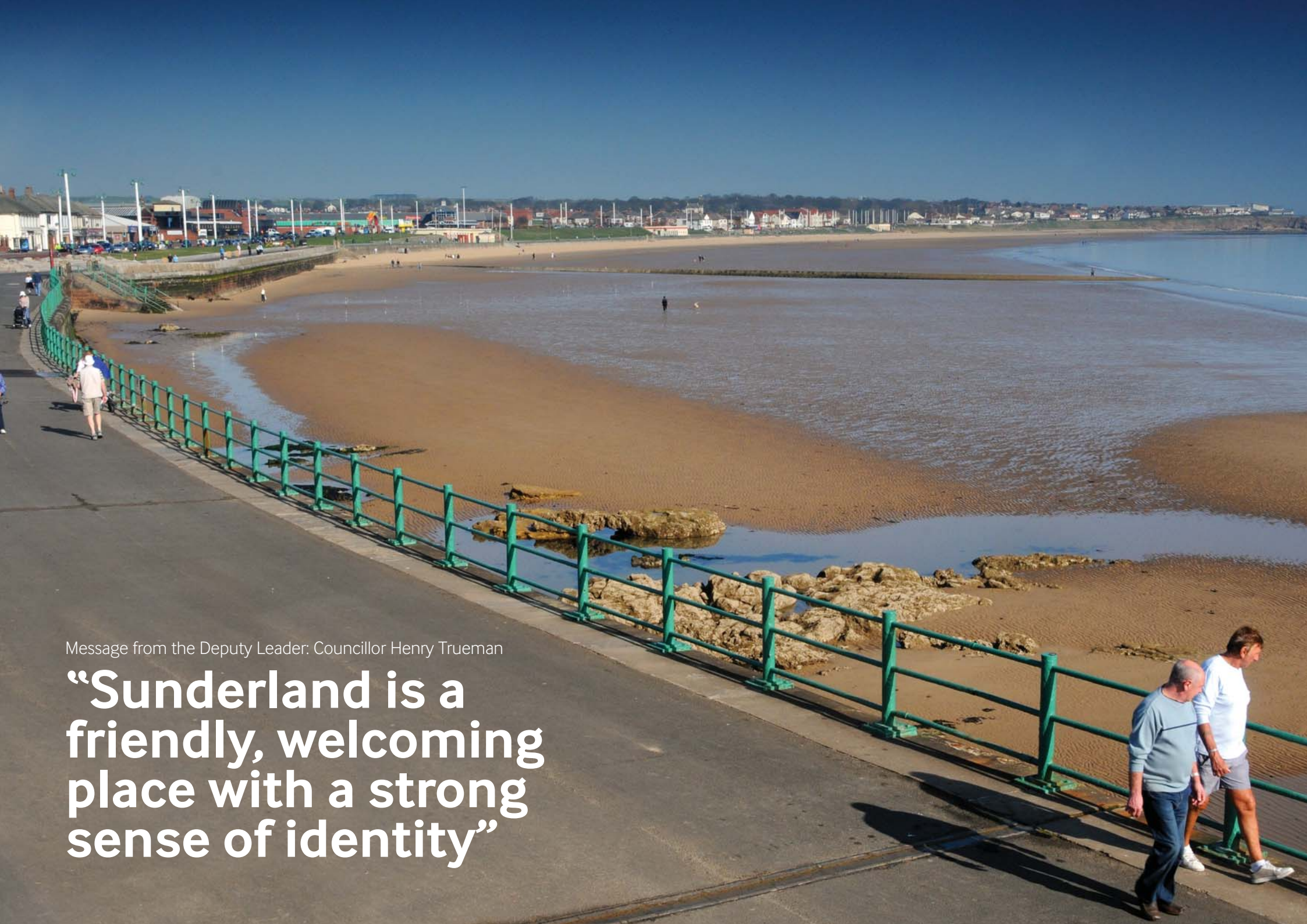
**Deputy Leader of the Council, Councillor Henry Trueman has the overall responsibility for our Place outcomes:**

An attractive, modern city where people choose to invest, live, work and spend their leisure time

A responsible, well looked-after city that is adaptable to change

A well connected city

A city where cultural identity and vibrancy act as a significant attraction



Message from the Deputy Leader: Councillor Henry Trueman

**“Sunderland is a  
friendly, welcoming  
place with a strong  
sense of identity”**



# What we want for our Place

**An attractive, modern city where people choose to invest, live, work and spend their leisure time**

## What do we want to achieve?

**An attractive, modern city where people choose to invest, live, work and spend their leisure time** - we will develop, promote and maintain modern, high quality built and natural environments. Everyone will be able to live, work and spend their leisure time in a city that is modern, vibrant and cosmopolitan.

## What will we do?

In Years One and Two we will adopt an ambitious, developer/investor friendly Core Strategy (Land Use Plan) that will guide high quality future physical development that is synonymous with a modern, vibrant, aspirational city. In Year One we will also refresh our approach to housing through the development of a Housing Investment Plan that ensures we have the right range and types of housing, in the right locations, to retain existing residents and attract new people into the city. In Year Two we will work with partners to enable new housing developments and improvements to existing properties (**Deputy Chief Executive**).

Throughout Years One to Three we will continue to develop our plans for a modern, vibrant city centre by focusing on key 'investment corridors' within which we will promote developments of appropriate scale with high quality building design and associated public realm works (**Deputy Chief Executive**).

In Year One we will continue the £1.5 million Seaburn Masterplan improvements, including the redevelopment of the Seaburn Shelter and the continued implementation of the Marine Walk Masterplan improvements (**Deputy Chief Executive**).

## Why do we need to take action?

City and town centres serve us well when they are bustling, attractive and cosmopolitan places to work, shop, live and spend time. Preserving and enhancing the best of what we already have and regenerating areas to create new, high quality built environments and public spaces are essential parts of modernising and improving our city. As a council we have an important role to play in creating the conditions for private sector confidence and investment in high quality developments, as well as enhancing and maintaining the public realm.

The city's homes need to meet the needs of today's residents and of those we seek to attract. A substantial number of young people in their 20's and 30's (both city residents and non residents) are choosing not to live in the city, so we need to understand why and ensure housing developments in the city include a housing offer they will find attractive. We also want to ensure all homes in the city are of a decent standard so this remains an ongoing priority for us.

Our seafront is a valuable asset. We need to maximise its potential. We have set out our vision for the seafront in the Seaburn Masterplan and we also want to regenerate Roker as a thriving, modern seaside resort and reconnect it (within the riverside and coastal trail) from St Peter's to Roker Park and the wider coastal landscape – guided by our Marine Walk Masterplan.

## How will we measure our success?

- Improved city centre vitality and viability - higher footfall and spend levels in the city centre as demonstrated by improved retail performance (see page 42)
- Other town centres prospering
- More people consider that the housing and place offer meets their needs
- The number of new houses built in the city increases, including affordable homes and more empty properties brought back into use
- A quality natural and built environment is maintained with no increase in the levels of litter, detritus, graffiti or dog fouling

## Who will make sure we deliver?

Councillor Paul Watson,  
Leader of the Council

Janet Johnson, Deputy Chief Executive

Ron Odunaiya, Executive Director  
of City Services







# What we want for our Place

## A responsible, well looked-after city that is adaptable to change

### What do we want to achieve?

A responsible, well looked-after city that is adaptable to change - we will ensure that all our neighbourhoods are desirable and environmentally sustainable and have the right mix of facilities and services that meet the needs of local people.

### What will we do?

We will extend our Responsive Local Services (RLS) by increasing the range of StreetScene Services and establishing Regulatory Services local delivery teams in Year One. In Year Two we will do the same for Family Services before extending across an even wider range of services in Year Three (**Executive Director of City Services**).

In Year One we will deliver our Community Resilience Plan to outline our approach to developing stronger communities and build on the positive activity already taking place. We will support communities to adapt to different challenges, take up new opportunities and manage the impact of Welfare Reform. We recognise the positive contribution employment has to make in building resilient communities and having more employment opportunities and at all levels will help address poverty and worklessness in the city and make our communities more resilient (**Executive Director of City Services**).

In Year One we will begin the construction of two Waste Transfer Stations to be completed by the end of Year Two, from which household waste from the city will be transported to an 'energy from waste plant' in Teesside. By Year Three most of the city's waste will be recycled or used to generate electricity with minimal amounts sent to landfill (**Executive Director of City Services**).

### Why do we need to take action?

We have been developing Responsive Local Services – flexible local services tailored to what customers need in their local area, responding to local input. We have had measurable success with our StreetScene services and significantly improved outcomes for local people leading to much higher levels of customer satisfaction. We now need to expand this approach to continue to give residents more say in local, neighbourhood services.

To ensure Sunderland is a place where people can fulfil their ambitions and potential we need to continue to support our communities to be strong and resilient. The neighbourhoods we live in and the relationships and networks we are a part of are all important in helping us achieve our goals and lead healthy, safe and prosperous lives. People need access to the support and resources they require to deal with life's challenges, take advantage of new opportunities and fulfil their potential.

The combination of the difficult economic climate, welfare reform, and reductions in some public services will affect some of our communities more than others. Through our community leadership we have an important role to play in supporting these communities in particular to make the transition to greater strength and independence with less reliance on the public sector.

As part of our commitment to being a sustainable city we need to continue to reduce the amount of waste sent to landfill.

### How will we measure our success?

- The extent to which customers are satisfied with Responsive Local Services will improve
- The extent to which residents feel they belong to their local area will increase
- People feeling that they can influence decisions in their local area
- Less waste sent to landfill

### Who will make sure we deliver?

Councillor James Blackburn,  
City Services Portfolio Holder

Councillor Cecilia Gofton, Responsive  
Services and Customer Care Portfolio Holder

Ron Odunaiya, Executive Director  
of City Services







# What we want for our Place

## A well connected city

### What do we want to achieve?

A well connected city - we will promote the sustainable improvement of the city's transport, active travel (walking and cycling) and communications networks. Everyone will have affordable and safe access to the range of opportunities, facilities and services available in the city.

### What will we do?

In Year One we will continue work on the New Wear Crossing to (i) improve links between the A19, Sunderland City Centre and Port, and the city's Southern Radial Route, (ii) help reduce traffic congestion and (iii) connect major development sites to generate new investment and jobs (**Executive Director of City Services**).

In Year One we will further develop our approach to get people and goods in, out and around Sunderland more efficiently, safely and sustainably (focusing on the city's road network); maximising all modes of transport to contribute to improved economic prosperity (**Executive Director of City Services**).

We will boost the economy and introduce innovative new technologies throughout Years One to Three through a partnership with IBM to create the 'Sunderland Cloud' computing environment to provide a low cost, accessible and secure city network, with pay-as-you-go access to business software and processes. This will benefit homes and businesses and also enable the council to communicate more effectively with customers (**Deputy Chief Executive**).

### Why do we need to take action?

We need to ensure that our transport networks and infrastructure support the needs of our city now and into the future. We have ambitious plans for the city and we need to promote sustainable developments and modes of transport that are consistent with our commitment to reduce carbon emissions, whilst supporting the economic growth of the city. We know that investors place transport infrastructure and connectivity high on their list when selecting a location to invest.

The Sunderland Strategic Transport Corridor (SSTC) project is a major opportunity to improve the city's road network and benefit the economy. The key objectives are to create the capacity for an expansion of the city centre and Port, stimulate the regeneration of the riverside, relieve the existing bridges of congestion, enable enhanced provision for public transport and cyclists, and provide a landmark bridge to form the gateway to Sunderland and its adjacent development sites.

Sunderland is already one of the most-digitally connected cities in the UK. However, increasingly, residents and businesses need to access services and information quickly and easily. Businesses would be able to grow at lower cost and lower risk if they didn't have to invest heavily in back office infrastructure, systems and processes.

### How will we measure our success?

- 100% Superfast broadband coverage in the city
- Better transport links for key employment sites, the city centre and the accident and emergency hospital services
- Increased numbers of journeys being completed using sustainable forms of transport
- The extent to which residents are satisfied with public transport

### Who will make sure we deliver?

Councillor James Blackburn,  
City Services Portfolio Holder

Janet Johnson, Deputy Chief Executive

Ron Odunaiya, Executive Director  
of City Services





# What we want for our Place

## A city where cultural identity and vibrancy act as a significant attraction

### What do we want to achieve?

A city where cultural identity and vibrancy act as a significant attraction - we will develop and promote the city's strong identity and cultural heritage and that of its distinct neighbourhoods. Everyone will be encouraged and able to celebrate the cultures that make Sunderland special and a good place to live in and visit.

### What will we do?

In Year One we will establish an events company for the city, using Sunderland's unique offer to develop the city as an events destination. Using our resources (people, physical assets, marketing resources and experience) we will keep visitor numbers to the city growing and support high quality events (**Executive Director of City Services**).

Throughout Years One to Three we will continue to develop cultural and heritage activities in the city and to celebrate the city's unique heritage, to maximise the benefits for the city and its residents. This will include the 2012 Legacy, the development of a new leisure facility in Washington, and community and local heritage activity (**Executive Director of City Services**).

In Year One, we will work with partners in the Creative Sunderland Group to support creative industries, local, regional and national artists and audiences to directly contribute to the cultural and heritage offer of the city (**Executive Director of City Services**).

In Year One we will continue our investment in the existing quality of the historic Sunnyside area of the city centre through further strategic land assembly and property acquisitions (**Deputy Chief Executive**).

### Why do we need to take action?

It is important to the future growth and sustainability of the city that people are able to spend their time and money locally. Sunderland people are proud of their city and of their heritage and our local attractions are popular and well visited.

People living in the city are our greatest asset – it is their commitment to the city, its history and built heritage that provide the city with its character and future prospects. Our commitment is that we will develop the city so that people feel part of the place in which they live and are able to use the environment in a way that adds value to their lives.

We want to build on the momentum that has been developed recently to raise the profile of the city as an attractive place to spend time. The city has a well established reputation for creativity. We will build on this and enable people to participate more easily and to a greater extent in all aspects of the city's cultural life; developing the city's attractions, facilities and events so that people spend time in the city centre and in doing so create the bustle and vibrancy of a modern, cosmopolitan city.

### How will we measure our success?

- Increased use of the city's libraries, museums, theatre, arts and heritage venues
- More visitors to the city spending more money
- The extent to which residents are satisfied with the culture, leisure and heritage on offer
- An increase in the number and quality of events, including regionally and nationally significant events held in the city
- The extent to which residents perceive our services to be equitable and accessible will improve

### Who will make sure we deliver?

Councillor John Kelly, Public Health, Wellness and Culture Portfolio Holder

Ron Odunaiya, Executive Director of City Services





# Economy

For our Economy, we will seek to “create the conditions in which businesses can establish and thrive.” Increasing economic activity in the city provides opportunities for people and improves their quality of life. We will work with the business community to provide the environment for businesses to grow and develop and, as a consequence, create good quality job opportunities for local people.

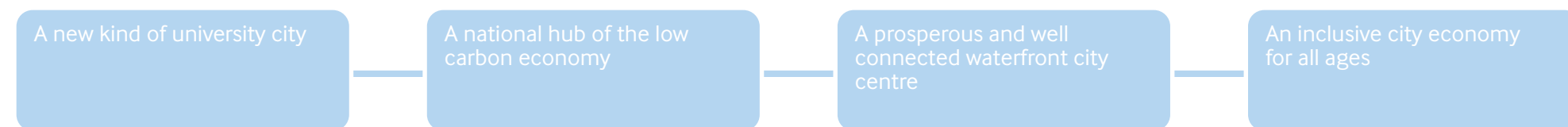
Our work in this area is guided by the Sunderland Economic Masterplan. We published the Masterplan in 2010 and it sets the direction for the city’s economy over the next 15 years; establishes how Sunderland will earn its living over that period and what that will look like on the ground; and sets out the actions partners across the city need to take to ensure Sunderland has a prosperous and sustainable future.

One of our key priorities during these difficult economic times is to continue to invest in our city to attract jobs and support businesses despite substantial public sector budget reductions. The council has taken the bold step of investing now in a significant programme of capital developments. This will allow major investment in several areas including the city centre – a priority of our Economic Masterplan. At a time when public sector funding continues to be reduced, finding these resources has not been easy, but this investment is crucial to Sunderland’s future prosperity. It is important that we retain our ambition for the city and invest in its potential.

The Economic Masterplan is centred around four aims, but these will not be achieved without our fifth aim for ‘a one city approach to economic leadership.’ The fifth aim ensures that partners across the city focus on the same things and that limited resources are used to greatest effect. It also requires the city to give consistent messages to investors and businesses that will increase their confidence in the future of Sunderland and thereby attract inward investment, including through our international relationships, which are becoming of greater importance in facilitating access to global markets, business partnering, and attracting investment; as well as raising aspirations among our children and young people in the increasingly global economy. To achieve this, we have set up the Economic Leadership Board to lead our Economic Masterplan work and to ensure we are joined up in both the decision making and the delivery.

We will measure our success through more wealth creation, more businesses making more money, higher employment particularly in target sectors, more jobs in the city centre, more people with high level qualifications, higher earnings of residents of the city and fewer people on out-of-work benefits.

**The Leader of the Council, Councillor Paul Watson has the overall responsibility for our Economy outcomes which are directly aligned to the aims of the Economic Masterplan:**





Message from the Leader, Councillor Paul Watson

**“Sunderland has a  
world-wide reputation  
as a producer city”**





# What we want for our Economy

## A new kind of university city

### What do we want to achieve?

**A new kind of university city** - Sunderland will be a more vibrant, creative and attractive city, with a strong learning ethic and a focus on developing and supporting enterprise, with the University of Sunderland at its heart.

### What will we do?

In Year One, we will open the Software Centre. Throughout Years One to Three, we will market the centre as an innovation and technology hub for the city, attracting inward investment and encouraging business start-ups. We will use the Software Centre to promote the technology sector, with its range of different career opportunities (including non-technical jobs such as marketing, finance, administration) to young people (**Deputy Chief Executive**).

We will support the University of Sunderland with its City Enterprise & Innovation Strategy in Year One. This will promote practical ways for businesses to collaborate and develop in the city. It will also contribute to a wider skills strategy for the city through a focus on the low carbon sector and its higher-level skills needs (**Deputy Chief Executive**).

Throughout Years One to Three, we will continue to work with the university to support its leadership role in developing the local economy. In particular we will place a focus on business growth in those sectors that present the greatest opportunity for growth including: electric vehicles, offshore wind and software. We will also continue to develop international links that promote the greatest economic, educational and cultural benefit (**Deputy Chief Executive**).

### Why do we need to take action?

The city has a good track record of attracting and keeping business investment, particularly around the automotive supply chain. However, there is increasing evidence that sustainable economic growth is helped by having a strong, local knowledge economy where businesses are encouraged to move to, set up, or stay in the region because of the availability of high-level skills and knowledge. Benefits include the potential for the development of new and improved products and processes to be developed.

Sunderland currently has comparatively low levels of people qualified to Level 4 (degree) and above (23% compared to GB 31.3%), low levels of new businesses crossing the PAYE and VAT threshold (16.8 per 10,000 population compared with 37.8 UK wide), and, whilst there are increasing numbers of knowledge based businesses in the city, for example in the software sector, these still make up a relatively small proportion of overall employment. Consequently action is required to generate a stronger knowledge economy in the city.

The University of Sunderland plays an important role in this part of the city's economy, providing highly skilled graduates and also opportunities for the commercialisation of research and knowledge. The university also helps encourage a more general culture of learning and creativity across the whole city and this cultural change needs to be developed and supported.

### How will we measure our success?

- Increase in the number of people with Level 4 (degree) qualifications
- A greater stock of knowledge-based businesses with high growth potential and job prospects
- A stronger learning culture and learning aspirations of residents
- An improved enterprise culture with higher numbers of business start-ups

### Who will make sure we deliver?

Councillor Paul Watson,  
Leader of the Council

Councillor Patricia Smith,  
Children's Services Portfolio Holder

Janet Johnson, Deputy Chief Executive





University of  
Birmingham

- The Gateway
- Edinburgh
- CitySpace  
(Open Access 2018)
- ← Sports Centre
- ← Fleming, Dale,  
Darwin, Pasteur
- ← Forster

City Campus

This is a smoke free area.  
Smoking is prohibited  
on University land.  
Thank you for not smoking  
on the University Campus.



# What we want for our Economy

## A national hub of the low carbon economy

### What do we want to achieve?

A national hub of the low carbon economy - we will use the opportunities offered by new low-carbon technologies to stimulate economic activity in Sunderland. This aim emphasises the city's national potential and the need to showcase projects such as electric vehicles.

### What will we do?

Throughout Years One to Three we will support the low carbon sector and the automotive/electric vehicle supply chain by delivering the North Eastern Local Enterprise Partnership's (NELEP) Low Carbon Enterprise Zone on the A19 corridor. This will support ultra low carbon vehicle development, the automotive supply chain and advanced engineering. We will also contribute to the NELEP aim of becoming Europe's premier location for low carbon, sustainable, knowledge based private sector growth and jobs (Deputy Chief Executive).

We will continue to develop the city as a leader in Electric Vehicle technology by developing a 'Low Carbon Technopole Hub'. A Technopole is where research and development facilities, education and knowledge development all come together in a single place. For us, our technopole will include the development of a business incubator in Washington. We will develop the physical infrastructure needed for this - around the Nissan Plant throughout Years One to Three (Deputy Chief Executive).

In Years One to Three and beyond, we will promote the Port as a key North Sea base to support the offshore renewable energy generation and sub-sea engineering support sectors (Deputy Chief Executive).

### Why do we need to take action?

The Economic Masterplan identified a small number of key sectors that offer important opportunities for growth. These are sectors that are already present in the city with significant potential to further develop, and also that offer a range of associated activities, including supply chain development, to ensure that the city doesn't become too reliant on a limited number of employment activities as has been the case in the past.

Nissan's decision to invest in electric vehicle production in Sunderland, including the battery plant and production of the LEAF car, make the city a natural leader in the technological development in this area. The decision to designate the city as the UK's Low Carbon Economic Area for Low Carbon Vehicles and the allocation of Enterprise Zone status to sites adjacent to the Nissan plant, offer a range of opportunities for growth.

The availability of extensive facilities at the Port of Sunderland offers opportunities in the surveying, construction and servicing elements of the offshore sector, as well as continuing to develop subsea engineering services out of the Port. The offshore renewable sector is still comparatively new so there is the opportunity to build Sunderland's reputation as a centre for low carbon knowledge and skills to secure early investment in this sector into the city.

### How will we measure our success?

- More people employed in the low carbon target sectors (electric vehicles, offshore wind energy and software)
- More new and existing businesses participating in the low carbon economy and particularly Nissan's supply chain activity
- More existing businesses employing energy efficient and sustainable working practices

### Who will make sure we deliver?

Councillor Paul Watson,  
Leader of the Council

Janet Johnson, Deputy Chief Executive





# What we want for our Economy

## A prosperous and well connected waterfront city centre

### What do we want to achieve?

A prosperous and well connected waterfront city centre - the city centre is of vital importance to Sunderland and its ongoing regeneration is a priority for us. That means more people will spend time and money there. The city's position on the waterfront is an important part of its sense of place and enhances Sunderland's distinctive feature of being on a river and by the open sea.

### What will we do?

We will create a new business district in the city centre through regeneration and development of the Vaux site throughout Years One to Three. We will reclaim the site, commence works in Magistrates Square and High Street West and explore temporary uses of the site before major development work begins. As well as providing high quality offices and public spaces, the new business district will bring hundreds of jobs into the city centre economy: our aim to have more people working, living and spending money in the city centre (**Deputy Chief Executive**).

Throughout Years One to Three we will continue to invest in the city centre and will be reviewing how the city centre's different physical assets, new and existing, can be best organised and connected. This will ensure the university's city campus is fully integrated into the city centre. We will develop innovative approaches which drive private sector investment and support fast-track regeneration and investment in city centre projects (**Deputy Chief Executive and Executive Director of Commercial and Corporate Services**).

Throughout Years One to Three we will promote the city nationally and internationally as a place to invest through a new inward investment campaign. We will provide a seamless service for investors and developers, by integrating our approach to regeneration and business investment in Year One. We will also review our capital and revenue financial incentives to support this new approach (**Deputy Chief Executive**).

### Who will make sure we deliver?

Councillor Paul Watson,  
Leader of the Council

Janet Johnson, Deputy Chief Executive

### Why do we need to take action?

City centres are recognised as important drivers of city economies. They provide not only a concentration of business, retail, leisure, voluntary community sector and institutional activity, but are often the best locations for knowledge businesses, advanced business services and tourism.

Sunderland's city centre has been an unintended casualty of the success of out of town developments, particularly for offices. Vibrant city centres largely depend upon well-paid office workers using shops, restaurants and other facilities. Sunderland has not achieved the critical mass of facilities needed to attract significant numbers of shoppers from outside. Consequently, it has fewer shops and leisure facilities than it should.

A new city centre business district on the former Vaux Brewery site, and associated developments elsewhere, will help Sunderland to be home to a new wave of companies and jobs. The employees of these companies will support the other parts of the city centre by providing demand for retail, leisure and other aspects. It will also help to retain more highly skilled younger workers.

To take advantage of the opportunities presented by the city centre we will need to continue to develop productive relationships with local businesses, developers and investors. This will provide a much needed focus for private sector investment and ensure that actions are consistent with business needs and aspirations.

### How will we measure our success?

- Higher proportion of jobs in the city centre
- More positive experiences of the city centre, amongst residents, shoppers and visitors
- A greater diversity of retail and leisure outlets available in the city centre
- Improved city centre vitality and viability - higher footfall and spend levels in the city centre as demonstrated by improved retail performance
- Increased levels of public and private sector investment in the city centre





# What we want for our Economy

## An inclusive city economy for all ages

### What do we want to achieve?

An inclusive city economy for all ages - we want to ensure Sunderland is a place where people can fulfil their ambitions and potential. To do this we will improve opportunities for people of all ages and sections of the community, targeting unemployment in particular. 'Inclusive' means not just physical accessibility to the city's economy; it is also about addressing economic engagement. We also need to tackle the decline in the number of younger people working and living in the city to ensure the long-term viability of the city.

### What will we do?

In Year One we will build on our success in getting people into work by developing an Employment Strategy for the city. The strategy will set the direction for our efforts to attract employment opportunities to the city, across a wide range of employment sectors and for all skills levels. Having more employment opportunities and at all levels will help address poverty and worklessness in the city and make our communities more resilient (Deputy Chief Executive).

In Year One, we will also develop a skills strategy to ensure that we have people with the right type of skills in the city to meet the requirements of the city's economy and the regional labour market in the future. The skills strategy will establish processes and interventions that, when delivered, will (i) provide residents with the skills required to support growth and development of our industries, (ii) include a focus on science, technology, engineering and maths (STEM) subjects in the city's learning institutions, (iii) develop a curriculum that gives people the skills to make themselves employable, then supports them as they move on to higher-paid work, (iv) promote career opportunities through introductions to the world of work and greater employer involvement in learning courses, and (v) support all young people to be able to access further or higher education, employment or training (Deputy Chief Executive).

### Who will make sure we deliver?

Councillor Paul Watson,  
Leader of the Council

Janet Johnson, Deputy Chief Executive

### Why do we need to take action?

An inclusive city economy for all ages will allow everyone to share the opportunities to be a part of and benefit from the city's economy. The city will become more prosperous as residents access new employment opportunities and earn wages that can be spent in the city.

There is already a strong focus in the city of promoting access to opportunities and further success will be achieved by focusing on (i) engaging communities in the new economy, (ii) developing enterprise and entrepreneurship in the city, (iii) taking a whole city approach to raising skills, and (iv) attracting young people to work, live and stay in the city.

Sunderland's housing offer also needs to develop to meet the requirements and aspirations of an increasingly prosperous resident population; we need a higher proportion of higher-paid professional workers employed in the city to be local residents.

By identifying the communities that suffer the greatest economic deprivation in the city and establishing how to close the gap with the more affluent parts of the city, the ambitions of the city may be realised.

The introduction of the government's Welfare Reforms will require us to use our community leadership role to ensure communities and individuals are supported through the transition as universal credit is introduced.

### How will we measure our success?

- Improved overall employment rate across the city
- Lower unemployment, particularly in the most deprived areas of the city
- Increased earnings levels of our residents
- More new start up businesses
- More young people in education, training or employment









## Section 4: How we are organised and the Sunderland Way of Working

Sunderland City Council provides over 700 services and employs 12,300 employees (7,000 of which are non-school). We are what is known as a unitary local authority and as such we have responsibility for a broad range of services including: children's services, adult services, transport, planning and environmental health. Our main office is Sunderland Civic Centre. The council is made up of 75 elected members (Councillors), who are elected for a period of four years. Councillors represent a particular ward as well as providing community leadership to the whole city. Following the May 2012 election, these are our key decision-makers.



## The Elected Cabinet

The council's Cabinet (the 'Executive') consists of the Leader of the City Council, Councillor Paul Watson, his Deputy, the Cabinet Secretary and five councillors who are 'lead members' with responsibility for different service areas – known as portfolios. It meets regularly and has authority to take many important decisions about council policy and services (decisions outside the budget or policy framework are referred to the Council as a whole to decide - all 75 elected members).



**Leader of the Council, Councillor Paul Watson**

- Provides executive leadership to the council on all matters and particularly all major strategic, corporate and cross-cutting, reputationally and commercially sensitive issues and the Budget and Capital Programme
- Provides community leadership for partners, residents and other interests in order to improve quality of life and satisfaction in the city
- Coordinates and apportiones the roles and responsibilities of Executive Members
- Ensures that the council's approach to economic, social and physical regeneration of the city is integrated, enabling and effective



**Deputy Leader of the Council, Councillor Henry Trueman**

- Deputises for the Leader and has lead responsibility for matters relating to the 'Place' theme within the council's outcome framework, with specific strategic leadership responsibility for the City Services and Responsive Services and Customer Care portfolios
- The Deputy Leader also has overall responsibility for the efficient, coordinated management and use of the council's human and ICT resources



**Cabinet Secretary, Councillor Melville Speding**

- Provides support and assistance to the Leader with responsibility for all matters relating to the 'People' theme within the council's outcomes framework and has specific strategic leadership responsibility for the following portfolios: Children and Families; Health, Housing and Adult Services; and Public Health, Wellness and Culture
- The Cabinet Secretary also has overall responsibility for the efficient, coordinated management and use of all of the council's financial resources and assets



**Children's Services Portfolio Holder, Councillor Patricia Smith**

- Provides leadership to improve the life chances of children, young people and families in the city as Lead Member for Children's Services
- Leads the city's response to education, skills and training issues and opportunities in order to promote economic and social regeneration



**Health, Housing and Adult Services Portfolio Holder, Councillor Graeme Miller**

- Provides leadership and support for the council and its partners in securing the social and health care of all adults
- Provides leadership in ensuring that the council's strategic and statutory roles in relation to housing are met and deliver the homes that meet the current and future needs of the city



**Public Health, Wellness and Culture Portfolio Holder, Councillor John Kelly**

- Leads partners to achieve improvements in public health, health awareness and wellness in the city
- Develops and promotes the cultural strategy and initiatives



**City Services Portfolio Holder, Councillor James Blackburn**

- Ensures that the council and its partners succeed in making the city attractive and accessible for all
- Provides leadership for the council and its partners to ensure that the local environment is well managed and meets customer expectations



**Responsive Services and Customer Care Portfolio Holder, Councillor Cecilia Gofton**

- Champions the continuing improvement of customer care policy and practice; and improvements in the responsiveness of services to local needs and customer feedback.
- Provides leadership for the continuing development of area arrangements; leadership for the Council and its partners in order to make Sunderland a safer city; and leadership to develop the community's capacity to engage in the shaping, delivery and review of services.

We have a Scrutiny Committee supported by six Scrutiny Lead Members and their informal panels who ensure that the council and its partner organisations are accountable for their actions and promote open and transparent decision-making. The Scrutiny Committee aims to make sure that service and policies best meet the needs of the residents of the city. They do this through policy review and development, holding the council's Cabinet and its partners to account; investigating issues of local concern and by working with partners to improve services across the city. The Scrutiny Committee can also, subject to certain rules, 'call-in' Cabinet decisions that have not yet been implemented and ask the Cabinet to reconsider the decision.

We also have five Area Committees covering Sunderland North, Sunderland East, Sunderland West, Washington and the Coalfield. Their key function is to lead on the development and implementation of Local Area Plans, which include all key priorities for improvement of the area, and are referred to Cabinet for approval. They monitor the quality and effectiveness of services delivered by the council and other main providers in the area and actively encourage local residents to become involved in decision making on matters which affect them. These committees help to ensure that consistent links are made between local and citywide plans and the overarching commitments of the Sunderland Partnership's Sunderland Strategy.

We have a range of regulatory and other committees; one is which is the Audit and Governance Committee which oversees the audit, risk and governance arrangements of the council to ensure that they are fit for purpose.

The council's officers (employees) are non political. They give advice, implement decisions, manage the day-to-day delivery of its services, monitor service performance, support the technological infrastructure of services, govern and control risks to the council and ensure that equalities considerations have been embedded in all our planning and decision making process. Some employees have a specific duty to ensure that the council acts within the law and uses its resources wisely.

Citizens have an important role in our decision-making and have a number of rights in their dealings with the council, with additional rights for users of specific services. For example, rights to vote at local elections, to attend open council meetings, to attend meetings of the Cabinet where key decisions are being discussed or decided, to petition and to complain.

To continue to improve services we want to get even closer to our citizens than we have done already (e.g. through Citizen's Panel, Community Consultation, State of the City Debates, Responsive Local Services, etc) to deliver truly customer-centred services that are locally responsible and are designed in partnership with our citizens. Key to our success as a council is the way we engage our local communities. During the past two years we have developed our Community Leadership Programme (a strand of the Sunderland Way of Working – see page 51) which reflects the unique role our elected members have to play in creating sustainable, flexible and truly local services, delivering real outcomes for residents. Community leadership builds change incrementally on the basis of establishing trust in new ways of doing things. Once trust has been established about doing the basics in new and responsive ways, the council can begin to tap the potential for community engagements to help respond to the big social and economic challenges which the city faces. Community leadership runs through all the council's work and shapes how we work with our communities.

There has never been a better time to make real progress in involving people in local democracy than now. The General Power of Competence, that gives us, as a council, the power to 'do anything that individuals generally may do' (as long as it is not limited by some other act). Together, the Community Leadership Programme and the General Power of Competence opens up new opportunities for better service delivery tailored to local problems and better joint-working with our communities.

Over the course of this Corporate Plan, we seek to devolve decision-making on the widest range of appropriate services to an area-level and strengthen the involvement of local Councillors, representing local people, in all aspects of these services. During 2012, it is proposed to establish Area Place Boards and Area People Boards alongside Area Committees. Their unique contribution will be to make an increasing range of local services and resources more responsive to local area circumstances. In doing this the boards will influence how we deploy agreed resources to achieve the outcomes most needed in a particular locality.

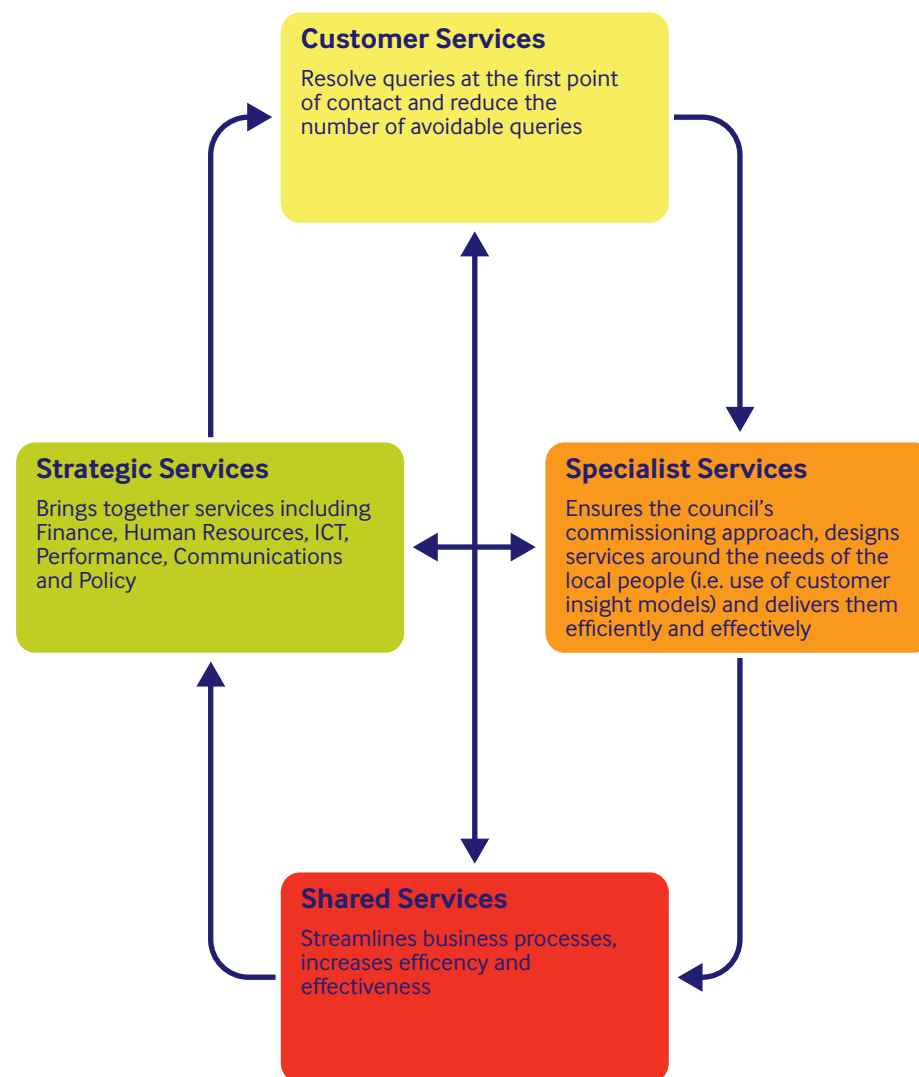


It is imperative that we do not operate alone. Here in Sunderland we value partnership working and its role in improvements and decision making for the city. We work with colleagues in the public, private, voluntary and community sectors as members of the Sunderland Partnership, through which city-level outcomes are developed. The Sunderland Partnership comprises Sunderland City Council, University of Sunderland, City Hospitals Sunderland, Gentoo, North East Chamber of Commerce, Northumbria Police, Sunderland Teaching Primary Care Trust, Job Centre Plus, City of Sunderland College, Sunderland Echo, and Tyne and Wear Fire and Rescue Service. It operates to bring about positive changes and life chances for everyone living, working, studying or visiting the city. The partnership has worked with us to develop the city-level outcomes that we describe in Section 3, and through the Sunderland Strategy, it has set out the partnership contribution towards those outcomes. Going forward, the partnership will bring together local plans, partnerships and initiatives to allow effective joint working in the meeting of local needs.

Our approach is firmly one of delivery against agreed outcomes. This ensures our focus as we continue to operate in a complex and challenging environment with an increasing demand for doing 'more for less', and an economic landscape that is showing few signs of recovery. We are realistic about the changes we will need to deliver in partnership with our residents, communities and local businesses.

We have a limited amount of resources from which to provide services for our 283,500 residents. We have to make around £28 million in savings in this year (we've made £58 million in savings already), and more to come in Year Two and Year Three in line with the government's grant funding reductions. So, as well as building and enhancing our decision-making structures to help us through our future years, we've also been getting our house in order through the 'Sunderland Way of Working.'

## Sunderland Way of Working : Business Operating Model



## The Sunderland Way of Working

The Sunderland Way of Working was developed as the council's response to the global financial crisis of 2008. We anticipated public service funding reductions and planned for them by developing a far-reaching programme designed to improve services, be more productive, reduce costs and realise efficiencies. We termed this the Sunderland Way of Working because it is about how we organise ourselves to ensure we have the right people in the right roles doing the right things - across the whole council. In short it is about every aspect of how the council works.

For us, it is not just about becoming more efficient and saving money, but rather continuing to improve the quality of the services we provide for our customers and in doing so becoming more efficient. There are a number of key elements to this, including the Community Leadership Programme outlined above – our own version of the government's localism agenda that is shaping a joint leadership approach between Elected Members and officers and is about reorganising the way we do things in order to be more responsive to customer need. Our Business Operating Model ensures that the right people are in the right place and doing the right things - against four functional areas we are reviewing all services in a systematic and co-ordinated way to determine if they should be commissioned internally, externally or decommissioned - this may well give rise to a range of different service delivery models (e.g. mutuals, third sector delivery, private sector delivery, specialist service companies, joint ventures, etc).

To date, the Sunderland Way of Working has had a strong internal focus as we've been getting our house in order and saving money through service improvements. We've already made £58 million of savings:

- £26 million of savings through the Business Transformation Programme and service reviews. This programme is reducing back office costs, reducing the cost of purchasing goods and services, and rationalising the use of ICT and property, including vacating 13 of our buildings and relocating 3,100 of our employees to remaining buildings and 'agile' working (working flexibly from home, workplace or client's premises) with more property rationalisation to follow in 2012/13. A wide range of service reviews are being implemented to target services to areas of

highest need with significant reinvestment in key front-line services relating to children's and adult services

- £7 million of reductions of savings from directorate improvement programmes, generating additional income, and reducing general back office overheads
- £6 million from one-off resources and grant flexibilities
- £19 million as a result of cuts in specific grant funding particularly in respect of Working Neighbourhoods funding and area based grants to schools

During 2012/13 and beyond we will continue with our programme of creating efficiencies across these areas, as well as moving to a more external focus. Plans for meeting the savings requirement of £28.1 million for 2012/2013 are set out below:

- £6.5 million of further savings in back office support costs through reconfiguration of services to support future business need
- £1.1 million through continuing to review the asset portfolio and realising savings from property rationalisation and smarter working
- £2.9 million savings in contingencies and third party spend
- Continuing with the implementation of service reviews in the following areas:
  - Children's Services - Saving £2.2 million primarily through ongoing reviews which focus on early intervention and integrating services to better meet needs through locality based working
  - Health, Housing and Adult Services - Saving £7.4 million through modernisation and improvement plans focusing on increasing choice and control, supporting independent living and delivering overall improvement to peoples' health
  - City Services - Saving £5.8 million primarily through savings in transport and fleet management and new ways of delivering culture and leisure services



- Finally, temporary transitional funding of £2.2 million has been earmarked to allow time for savings to materialise over two years

The time has come to consider the next stage, which we're calling Sunderland Way of Working in the City. This will move us further and deeper into the area of alternative models of service delivery by creating opportunities for a whole range of public, private and voluntary organisations.

We will review each area of service delivery and consider in what ways we might improve customer outcomes and how we might organise the service delivery to achieve these. Our approach to community leadership will be at the heart of this work. This is about reviewing the whole council and while we don't know how each service will look in the future, we will apply the same principles to guide our decision making.

### **Sunderland Way of Working: Transformation Programme**

We are among the best performing local authorities in the country, but it has not stopped us looking at new ways of becoming even more productive to improve the quality of life of our residents. Under our programme, led by the Executive Director of Commercial and Corporate Services, we will review all of our services to deliver improvement and efficiencies. Our most prominent transformation projects going forward are:

- ICT – realising opportunities from Cloud Technology
- Economic and Physical Regeneration (Local Asset Backed Vehicle)
- Culture, Sport and Leisure
- Responsive Local Services
- Facilities Management
- New Relationship with Schools
- Early Intervention and Strengthening Families
- Care and Support Services
- Transactional Services
- Events Management

### **Sunderland Way of Working: Financial resilience and value for money**

The Government Spending Review of 2010 set out the government's national spending plans for the period 2011/12 to 2014/15. The funding cuts for local government required reductions of 27% over the four year period which were front loaded into 2011/12 and 2012/13.

Consequently in 2011/12, Sunderland City Council had to achieve savings of £57.9 million to meet reductions in government funding and cost pressures, with further savings of £28.1 million required for 2012/13. Beyond 2012/13 the position is uncertain, due to the potential significant impact of the government's Local Government Resource Review. However, it is estimated the requirement will be for further savings of at least £36.7 million for 2013/15.

Achieving such significant savings is very challenging, however the council has a history of sound financial management, and had begun preparing for significant funding reductions in 2009 with the introduction of the Sunderland Way of Working.

The Medium Term Financial Strategy (MTFS) is a key part of the council's budget policy framework. It ensures that resources are aligned to deliver the council's three key strategic priorities of People, Place and Economy - through the Transformation Programme with the aim of protecting core services, with customer focused outcomes and responsive to local needs. The MTFS objectives are to ensure continued financial resilience and identify actions to meet the savings requirements, while facilitating investment and protecting front line services.

There are clear plans in place for reviewing available financial resources, quality assuring budget monitoring arrangements, accessing external funding opportunities, and developing commercial activities, including leveraging resources and capabilities. Our financial planning framework will continue to help us manage the impact of the Local Government Resources Review, Schools Funding Review, Welfare Reform, and Public Health Funding Transfer amongst others.

The Audit Commission undertake an independent annual health check of the council's arrangements to assure financial resilience. The December 2011 annual audit letter states 'The council has robust arrangements in place to ensure its financial resilience. The council has a history of good financial management, robust systems of corporate governance and internal control and a strong record in the delivery of budgets.'

### Sunderland Way of Working: commercialising services

As we review our services, we will consider alternative delivery models and seek ways for the council to maximise on its income. We've already done some of the thinking in respect of:

- Sunderland Port – supporting developments to generate profits
- Human Resources and Organisational Development – we are exploring opportunities to deliver such services beyond the remit of the council
- Care and Support – changing service delivering and assessing alternative delivery models
- Events – exploring the establishment of a partnership-based trading company to deliver, commission and facilitate events in the city
- Fleet Management – exploring ways to maintain our own vehicles and that of others
- Moorside Data Centre – there is an opportunity for the council to host equipment within its data centre, to realise an additional income stream, and bring an extra dimension to client and relationship management skills

This next stage is about continuing and developing what is important to us and determining our own future rather than have it determined for us:

- Sustaining the best possible public services – particularly for the most vulnerable (Transformation Programme and Commercialising Services)
- Supporting the economic, social and environmental wellbeing of our city (Economic Masterplan)
- Ensuring that we have a sustainable, planned and well managed approach to our finances (Medium Term Financial Strategy)
- Further building the reputation and influence of the council and the city (Reputation and Influencing Programme)

Within five years the council will look very different. It is likely to employ fewer people and use a wider range of delivery models. We are committed to providing more opportunities for local procurement. Services will be more responsive and more local with ward councillors at the heart of decision making in their local areas.



## Resources

### Budget 2012/13 and medium term financial outlook

The financial position facing the council and the city continues to be extremely challenging as the government's public spending reductions will continue to affect spending plans for the foreseeable future.

In 2012/13 the council has needed to make reductions of £28 million as a result of government funding cuts and spending pressures. This is in addition to £58 million of reductions required in the previous year 2011/12.

The achievement of savings for 2012/13 and into the medium term will continue through the continued implementation of the Sunderland Way of Working (see Page 51)

Despite the need to make reductions to meet funding cuts and spending pressures, the council is continuing to invest in frontline services in 2012/13 with additional funding provided:

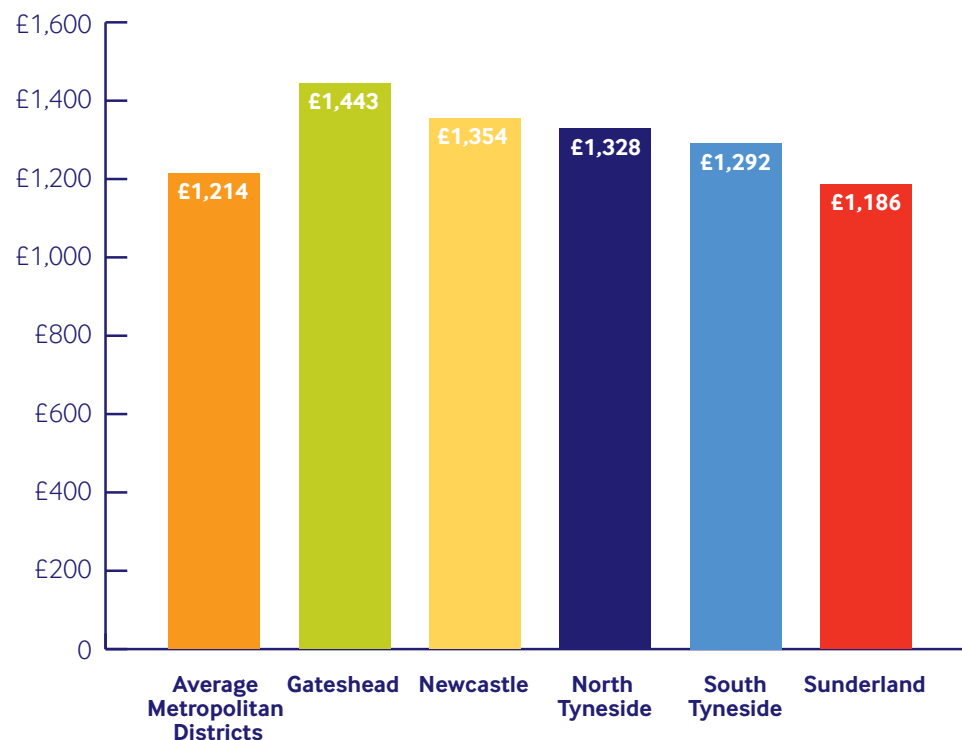
- £2.520 million for demand pressures in adult and children's social care
- £0.230 million for the implementation of the apprenticeship scheme within street scene
- Further investment of £1.554 million in waste disposal and recycling operations
- £0.220 million for dredging of the Port to maintain depths in order to enable the Port to continue to operate commercially
- £1.0 million towards inward investment activity relating to key sectors of the economy including automotive, advanced manufacturing and software in order to continue to attract new businesses and jobs to the city

In 2012/13 the council plans to spend £245 million on services. A summary of how much the council is planning to spend on services is shown on page 56.

Council Tax provides 13% of the council's budgeted income with the majority (70%) coming from government grants and the balance from fees and charges for services provided.

For 2012/13 Council Tax is frozen for the second year running in Sunderland and continues to be the lowest in the Tyne and Wear region. It compares favourably to the average for all metropolitan councils:

### Band D Council Tax Levels for 2012/13 (excluding Fire and Police)



## Capital investment

Despite the ongoing budget reductions, the council is making investment of £60 million through its Capital Programme for 2012/13, with a further £168 million programmed over the following two years.

The programme reflects the drive to deliver on the aims and priorities set out in the Economic Masterplan as well as the council's increasing commercial approach to secure private sector investment in the city.

The proposals include:

- £8 million to support the regeneration and development of the former Vaux site, and wider city centre regeneration (see page 42)
- £11.3 million for the development of a new leisure facility in Washington (see page 34)
- £1.5 million Seaburn Masterplan improvements (see page 28)
- Support for the New Wear Crossing (see page 32)
- £21 million investment over five years for the Enterprise Zone Infrastructure on the A19 corridor (see page 40)
- Provision for Economic Development Grants of £4.1 million to enable the continuation of projects with an emphasis on aiding sustainable business growth and investment activities, particularly where new job creation will result
- £1 million in each of the next three years for Strategic Land Acquisitions
- Contributing £3 million to above ground improvements at Sunderland Railway Station with Network Rail and Nexus.
- Provision of an additional £1 million for five years for transport schemes such as maintenance works in residential streets, 20mph zones, parking management schemes, and pedestrian crossing facilities (see page 32)

## Budget consultation

In deciding what the priorities for spending are the council considers feedback from a variety of stakeholders including Trade Unions, Schools, the Youth Parliament, Voluntary Sector, North East Chamber of Commerce and Ward Councillors. In addition, for the 2012/13 budget a survey was undertaken to gain an understanding of views on the direction of travel of services in responding to the changing financial landscape. To supplement the survey, workshops were held, with Community Spirit panel members and representatives from the voluntary and community sector.

In summary, the findings demonstrated general support amongst respondents for the direction of travel of service and for the council's overall approach to making savings.

## Medium term outlook

Beyond 2012/13 the position is uncertain, due to the potential significant impact of the government's Local Government Resource Review, Schools Funding Review, Welfare Reform, and Public Health Funding Transfer. At this stage, however, further significant reductions in government funding are anticipated which the council continues to plan for (see page 52).



## Planned spending on services in 2012/13

### Leader

**£7.3m 3.0%**

Including responsibility for strategic and policy overview; communications; economic development and inward investment; international strategy and programmes; partnership working including with other local authorities and regional bodies; internal council improvement programmes in line with Sunderland Way of Working; and ensuring Sunderland is an attractive and sustainable city through housing strategy, environmental policy, carbon management and the seafront strategy (see page 48 for overview of the Leader's role).

### Deputy Leader

**£5.4m 2.2%**

Including responsibility for the organisation's staffing, including apprenticeships; ICT and related initiatives; law and governance services; transactional services including payroll, benefits administration and transactional finance; elections service; equality and diversity; and supporting the council's scrutiny function (see page 48 for overview of the Deputy Leader's role).

### Cabinet Secretary

**£6.9m 2.8%**

Including responsibility for the sound management of the council's budgetary and financial affairs, including efficiencies; effective management of council land and buildings including the Port of Sunderland; procurement; risk management; performance management; emergency planning; and the delivery of strategic cultural developments (see page 48 for overview of the Cabinet Secretary's role).

### Children's Services

**£54.0m 22.0%**

Including responsibility for Children's Trust; protecting children and young people from harm; promoting good health and health awareness in children and young people; reduction of child and family poverty; safeguarding and securing the wellbeing of children, young people and families; school renewal and improvement programmes; developing the potential of children and young people through education, training, personal development and preparation for working life; and promoting the development of skills and capacity which will enable children, young people and families to support and benefit from the city's economic development (see page 48 for overview of the role of the Children's Services Portfolio Holder).

### Health, Housing and Adult Services

**£69.4m 28.3%**

Including responsibility for strategic housing and partnerships with health; services to support housing renewal and regeneration; promotion of decent homes; access to housing services; housing related support; relationships with registered social landlords and private sector housing providers; social care services for older people; and adults with long term conditions or physical or learning disabilities, mental health problems, sensory impairment or problems with drug or alcohol use and those who care for any of these people (see page 48 for overview of the role of the Health, Housing and Adult Services Portfolio Holder).

### Public Health, Wellness and Culture

**£17.9m 7.3%**

Including responsibility for promotion of public health and wellness and effective transition of public health responsibilities to the council; transformational approach to the achievement of improved health and wellbeing outcomes; WHO EuroHealthyCity Network; health awareness; lifestyles and environment; libraries and arts; museums; tourism; resorts; festivals and events; sports and wellness facilities; sports development; 2012 Legacy; empire theatre; and grants to community projects (see page 48 for overview of the role of the Public Health, Wellness and Culture Portfolio Holder).

**City Services****£44.9m      18.3%**

Including responsibility for street cleaning; winter maintenance; public conveniences; bereavement service; registrars; coroner; trading standards; environmental health; licensing; network management; highways and transportation; parking; school meals; commercial catering; building cleaning and maintenance; play provision and urban games; parks and open spaces; fleet management; waste collection, recycling and disposal; and coastal protection (see page 48 for overview of the role of the City Services Portfolio Holder).

**Responsive Services and Customer Care****£4.4m      1.8%**

Including responsibility for locality working initiatives; responsive local service initiatives; area committees; partnerships and area boards; local area plans; area budgets; customer care policy and practice; improving the responsiveness of neighbourhood services and facilities and responsiveness of personal services to local circumstances and customer feedback; contact centre and customer services network; community development; adult and community learning; safer communities including Safer Sunderland Partnership, and community resilience (see page 48 for overview of the role of the Responsive Services and Customer Care Portfolio Holder).

**Capital Financing Cost****£23.5m      9.6%**

Loan charges and revenue contributions to fund capital expenditure.

**Levies.****£18.0m      7.4%**

Including charges made by the Tyne and Wear Integrated Transport Authority, Environment Agency and North East Inshore Fisheries Authority

**Other****(£6.7m)      (2.7%)**

Including technical adjustments for Capital Charges, Core Grants and the use of balances to keep the Council Tax down.

**NET BUDGET REQUIREMENT****£245.0m      100.0%**









