

# Corporate Plan

2025-2028





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# 1. Foreword

Sunderland City Council is committed to playing its part in achieving the City Plan 2025–35 vision to create a connected, international city with opportunities for all.

This Corporate Plan 2025–2028 sets out the key outcomes, priorities and actions for the council to ensure that, working alongside our partners – including as a member of the North East Combined Authority – we are focused on delivering the best services possible for residents, businesses and stakeholders.

At the heart of the Corporate Plan is our commitment to delivering smart, high-quality services, driving economic growth, reducing inequalities and creating a cleaner, greener Sunderland.

We are also committed to listening to and working with residents, ensuring that policies, decisions and service delivery reflect the needs and aspirations of all our communities and stakeholders.

Recent progress has included:

- the ongoing regeneration of Riverside Sunderland with the opening of Sheepfolds Stables and preparatory work for new residential neighbourhoods
- further, significant investment in the International Advanced Manufacturing Park in Washington and its development into a North East Investment Zone hub for clean energy and green manufacturing
- launching the Sunderland App, which has everything residents and visitors need to know about what’s going on in the city
- addressing anti-social behaviour and supporting safer communities aims through targeted, innovative, partnership-based models including the SARA, HALO and SAIL projects, and
- our children’s services, delivered by Together for Children on behalf of the city council, being rated as Outstanding by Ofsted for the second time.

Forthcoming plans and projects include:

- building on the physical Smart House project, the development of a virtual Smart House allowing users and practitioners to explore and interact with the space virtually, broadening access and showcasing assistive technologies
- working with partners to complete Riverside Park, Culture House Sunderland, the new Eye Hospital, and residential developments at Nile + Villiers, Farrington Row and West Park
- opening the Maker and Faber office developments and the New Wear Footbridge at Riverside Sunderland
- commencing work on the Crown Works Studios project, and
- hosting the opening ceremony and first game of the Women’s Rugby World Cup 2025.

Additionally, we are developing and delivering new strategies to address issues of key importance to residents, including community safety, social cohesion and the cost of living.

Within that context, this Corporate Plan is a key strategic document for the council, that sits alongside the City Plan 2025–2035.

It defines the areas of focus to enable the council to play its part in achieving the vision for Sunderland; it provides the ‘future council’ context for the organisation’s ongoing transformation; and it supports the allocation of resources alongside the setting of clear objectives.

Going forward, during the lifespan of the Corporate Plan and beyond, we will continue to adapt and evolve, pursue and achieve excellence, and work alongside our partners to seize every opportunity to ensure Sunderland is a great place to live, work, achieve and play, where people are proud to belong.



**Cllr Michael Mordey**

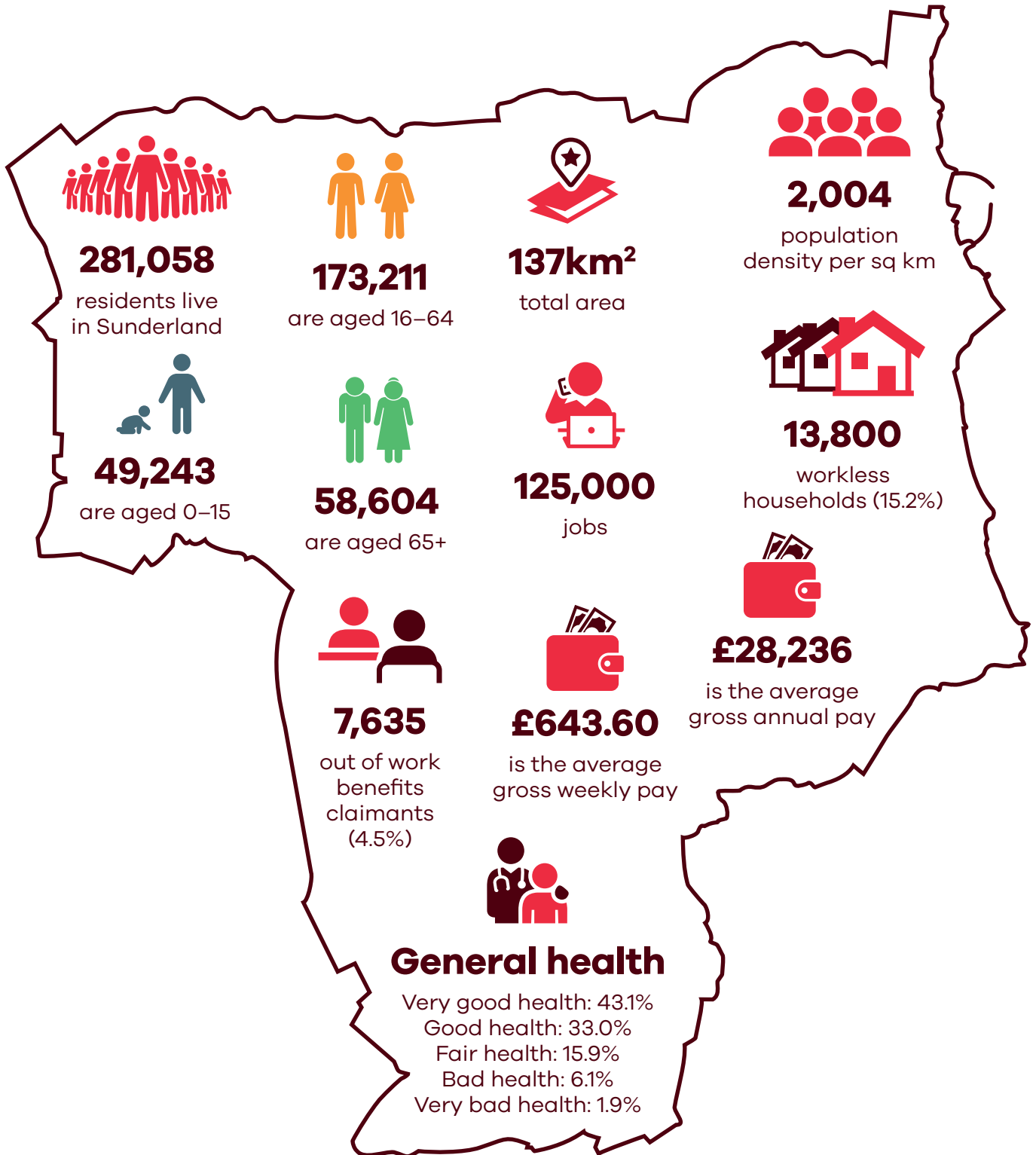
Leader of  
Sunderland City Council

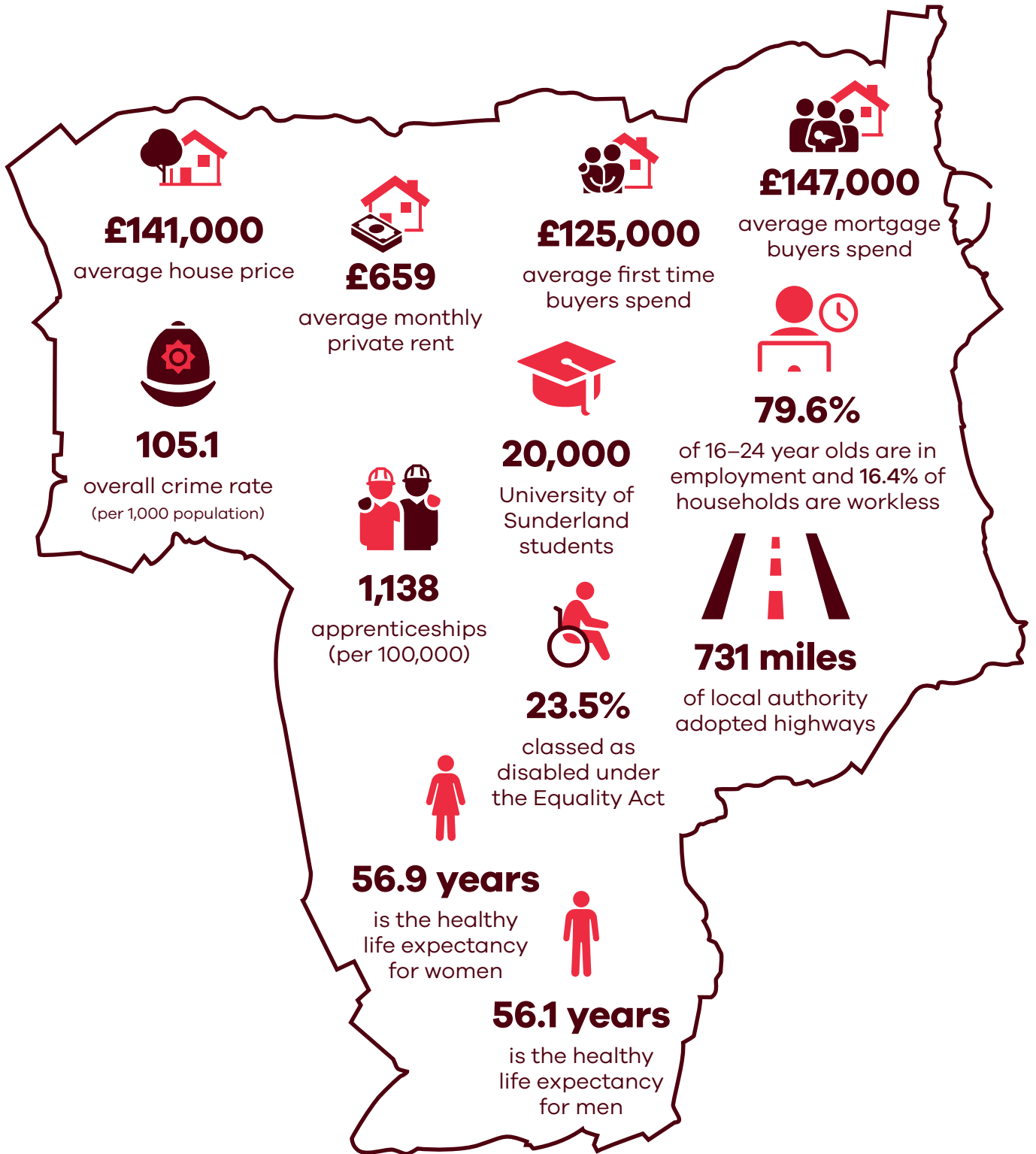


**Patrick Melia OBE**

Chief Executive  
Sunderland City Council

# 2. About Sunderland





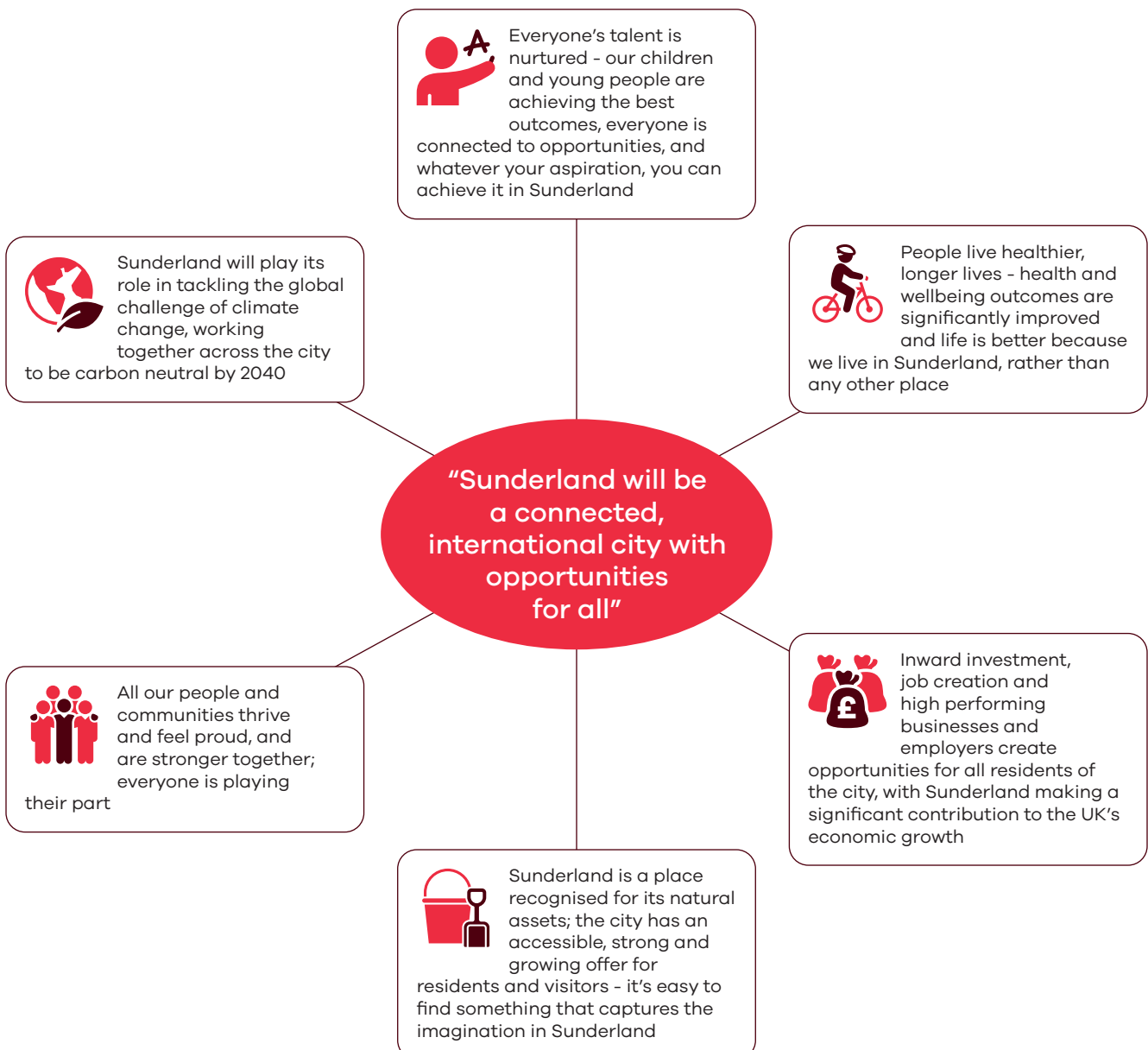
# 3. Sunderland City Plan 2025–2035

The City Plan is the Sunderland Partnership’s overarching strategic plan for the period to 2035.

It provides the blueprint for all partners and communities to work together to pursue and achieve the shared vision, ambitions and underpinning commitments for Sunderland.

A summary of the City Plan is set out below with the full plan [available here](#).

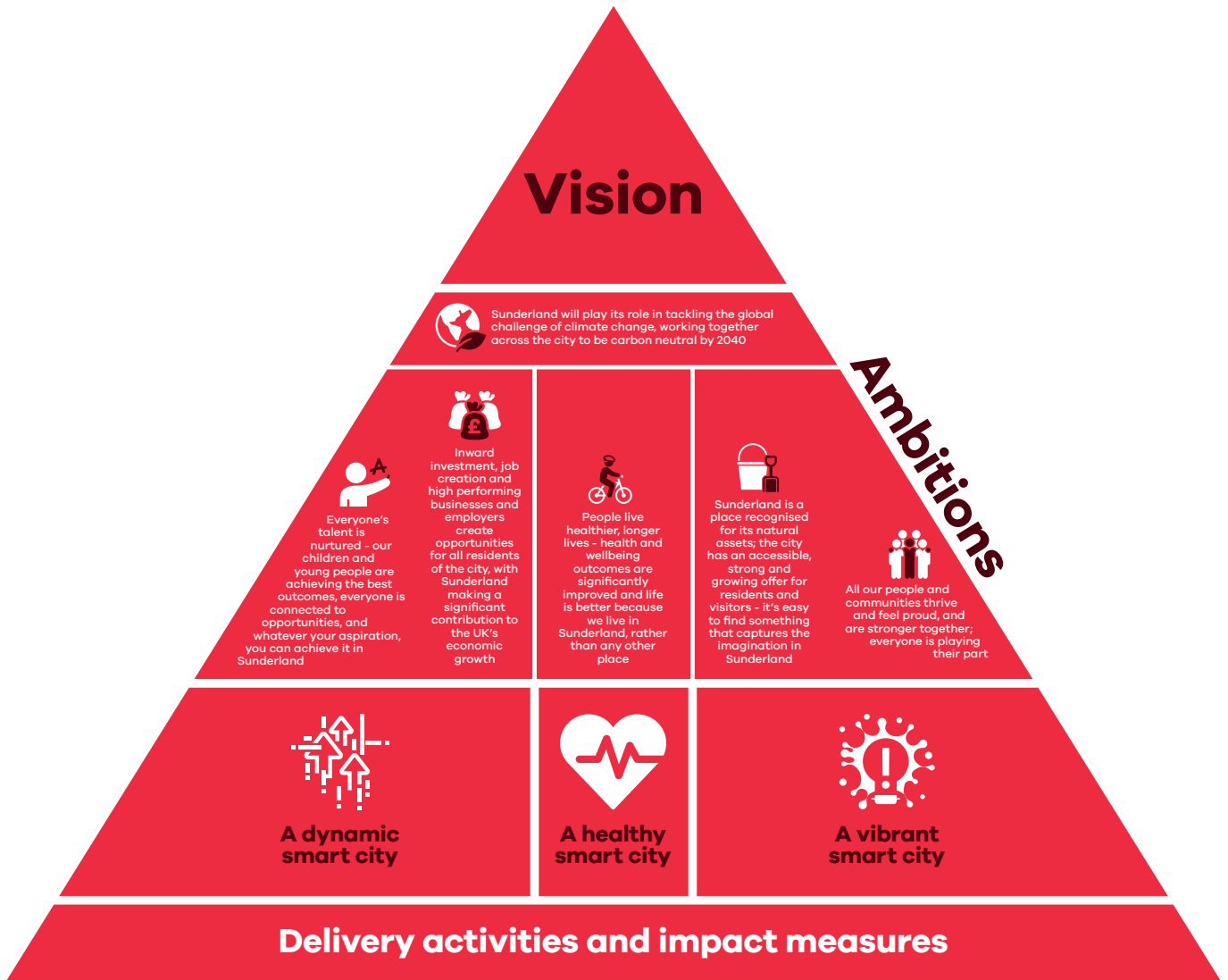
## Vision and ambitions



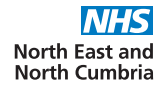
## Themes



## Delivery Model



The members of the Sunderland Partnership are:



To visit a partner's website please click on its logo.



# 4. Corporate Plan 2025–2028

The Corporate Plan sets out the future direction of the council and our organisational priorities in delivering our part of the City Plan.

As we work to deliver against the City Plan ambitions, we have a set of outcomes that are everyone's business and responsibility across the organisation with all Cabinet Portfolios and council services playing their part:

**By ensuring health is at the heart of everything we do, the health and wellbeing of all the city's residents is significantly improved, inequalities are reduced and everyone has the opportunity to lead a healthy and happy life, with a particular focus on:**

- the building blocks of health. These include jobs and homes, public transport, safe green spaces and the natural environment, access to good food, access to education and skills, and opportunities to be socially engaged
- the inequalities between different population groups. This includes inequality through geography, socio-economic deprivation, equality protected characteristics, and vulnerable people
- a life course approach to improving population health, focusing on the complex system of influences that shape knowledge, healthy behaviours and motivations.

**An inclusive, cohesive city for everyone who calls Sunderland their home and those who visit, work, learn and invest in the city, with a focus on:**

- people feeling, safe, respected, and comfortable in being themselves
- being a council that listens to and works in partnership with all communities, ensuring the views of residents inform the design and delivery of services and our future ambitions as a city
- programmes of events and activities providing opportunities for people from different communities and backgrounds to enjoy together everything that Sunderland offers.

**Increased prosperity for the whole of the city's population with reduced poverty and greater financial resilience, with a focus on:**

- continuing to attract investment to create more and better jobs
- increasing household financial resilience including access to support and employment opportunities
- reducing Child Poverty
- reducing food poverty and insecurity
- improving access to housing that meets people's needs including reducing homelessness.

**As a smart council, services harness advanced technology to enrich the lives of residents, boost economic growth, and pave the way for a smarter, more connected future, leaving no one and nowhere behind. In particular we will focus on:**

- ensuring that ‘smart’ is prevalent in all our work in recognition of the digital world in which we now live
- continuously developing the network of networks to ensure ubiquitous connectivity and equity for all
- harnessing advanced technology and the digital and data solutions that will help improve productivity and deliver better services for all
- supporting the continued development and delivery of the Digital Inclusion Action Plan
- taking maximum advantage of the investment and funding landscape to ensure a smarter, more connected future.

[Click here to access our Smart City website](#) for further details about our work and the opportunities the programme presents.

**By ensuring low carbon is a key consideration in decision-making and delivery, the council becomes carbon neutral by 2030, preparing for and adapting to the impacts of climate change and playing a key role in enabling Sunderland to make real progress towards its goal of becoming carbon neutral by 2040.**

- in working to achieve this outcome, council services will contribute to the priorities set out under the Carbon Neutral City Plan Ambition on page 24.

**A council that makes the best use of resources and delivers the best services possible for residents and businesses, with a particular focus on:**

- increased productivity
- developing and deploying digital technologies
- being an enabling council that supports residents to be resilient and independent
- being an employer of choice

While we all work throughout the council to achieve these shared outcomes, relevant services will work to deliver on the organisation’s medium-term priorities under each of the City Plan ambitions as set out on the following pages. Service plans are produced across the council to capture and detail activity delivered by the organisation across the city, a summary of these is provided through the Corporate Plan delivery plan, contained in section nine.





Everyone’s talent is nurtured - our children and young people are achieving the best outcomes, everyone is connected to opportunities, and whatever your aspiration, you can achieve it in Sunderland

## The council’s medium-term priorities under this ambition:

- developing and delivering a skills strategy to connect residents to the jobs being created in the city and region
- improving attainment for all children and young people (qualifications, skills and apprenticeships)
- developing appropriate housing for care experienced young people
- improving the quality of corporate parenting
- continuing to deliver the Sunderland Financial Wellbeing Strategy 2023–26 and developing and delivering a Child Poverty Reduction Strategy
- working with schools to develop social cohesion plans.

## Evidence base

### Children and young people

Sunderland population aged 15 and under **49,243**

### Deprivation

Children in low-income families **16.5%**

Sunderland’s Deprivation Domain Rank for Education, Skills, & Training (out of 317 English Local Authorities) **56**

### Education and skills

Pupils meeting the expected standard in reading, writing and maths at the end of Key Stage 2 **65%**

GCSEs (and equivalent) in English and Maths by age 19 **74.1%**

Residents aged 19 years and over per 100,000 participating in further education and skills **7,511**

State-funded schools rated Good or Outstanding in Sunderland **94.0%**

### Persistent absence

For all pupils in Sunderland **23.9%**

By pupils who are eligible for free school meals **38.0%**

## Apprenticeships

Starts per 100,000 population	<b>1,138</b>
Achievements per 100,000 population	<b>574</b>

## Safeguarding

Cared for children per 10,000 population	<b>94</b>
Children and Young People subject to a child protection plan per 1,000 population	<b>71.54</b>

## Care Leavers

Aged 17–18 entering accommodation considered suitable	<b>93.0%</b>
Aged 19–21 entering accommodation considered suitable	<b>85.0%</b>
Aged 17–18 in education, employment, or training	<b>65.0%</b>
Aged 17–18 not in education, employment, or training	<b>30.0%</b>
Aged 19–21 in education, employment, or training	<b>43.0%</b>
Aged 19–21 not in education, employment, or training	<b>50.0%</b>

## Ofsted Inspection of Sunderland City Council children's services

Impact of leaders on social work practice with children and families	<b>Outstanding</b>
Experiences and progress of children who need help and protection	<b>Outstanding</b>
Experiences and progress of children in care	<b>Outstanding</b>
Experiences and progress of care leavers	<b>Good</b>
Overall effectiveness:	<b>Outstanding</b>



People live healthier, longer lives - health and wellbeing outcomes are significantly improved and life is better because we live in Sunderland, rather than any other place

## The council’s medium-term priorities under this ambition:

- healthy environments: focusing on the building blocks of health
- healthy communities: focusing on the assets in our communities and the inequalities for population groups
- healthy people: continuing to take a life-course approach to improving population health
- people having the care and support, including technology-enabled care, that enables them to live the life they want to. We understand and meet the diverse health and care needs of people in our communities
- people having access to information, advice and guidance about available care and support to help them be as well as possible
- focusing on improving people’s lives while protecting their right to live in safety, free from avoidable harm, neglect, abuse and discrimination.

## Evidence base

### Individuals’ general health perception

Very good health	<b>43.1%</b>
Good health	<b>33.0%</b>
Fair health	<b>15.9%</b>
Bad health	<b>6.1%</b>
Very bad health	<b>1.9%</b>

### Deprivation and financial resilience

IMD Health and Disability deprivation domain rank (out of 317 English Local Authorities)	<b>20</b>
IMD Income deprivation domain rank (out of 317 English Local Authorities)	<b>24</b>
Residents supported by food banks	<b>2,829</b>
Residents supported to maximise their income through council funded advice services in 2023–24	<b>13,201</b>

## Adult Social Care CQC inspection

To be inserted in final draft following report publication.

### Health

Female life expectancy at birth	<b>81.1 years</b>
Male life expectancy at birth	<b>76.8 years</b>
Female healthy life expectancy at birth	<b>56.9 years</b>
Male healthy life expectancy at birth	<b>56.1 years</b>
Suicide rate (per 100,000)	<b>13.0</b>
Alcohol specific mortality (per 100,000)	<b>29.3</b>
Smoking prevalence	<b>12.3%</b>
Proportion of smokers setting a quit date who successfully quit at 4 weeks	<b>50.5%</b>
Prevalence of children in year 6 living with overweight (incl. obesity)	<b>42.3%</b>
Emergency hospital admissions due to falls aged 65 and over	<b>2,336</b>
South Tyneside and Sunderland NHS Foundation Trust A&E Attendances in January 2025	<b>12,200</b>

### Adult social care

Homes with assisted technology	<b>6,029</b>
Overall satisfaction of carers with social services	<b>39.1%</b>
Proportion of people who use adult services who feel safe	<b>73.6%</b>
Proportion of people who use services who have control over their daily life	<b>80.5%</b>
People who use adult services who found it easy to find information in 2023–24	<b>68.9%</b>
People in adult social care quality of life in 2023–24 (Scale -0.8 to 1.0)	<b>0.427</b>
Carers of people in adult social care quality of life in 2023–24 (Scale 0 to 12)	<b>7.5</b>
Carers who found it easy to find information about services in 2023–24	<b>65.6%</b>

### Provision of unpaid care

Provides no unpaid care	<b>88.8%</b>
Provides 19 hours or less unpaid care a week	<b>4.5%</b>
Provides 20 to 49 hours unpaid care a week	<b>2.7%</b>
Provides 50 or more hours unpaid care a week	<b>4.0%</b>



Inward investment, job creation and high performing businesses and employers create opportunities for all residents of the city, with Sunderland making a significant contribution to the UK’s economic growth

### The council’s medium-term priorities under this ambition:

- attracting businesses to make Riverside Sunderland their home and creating an attractive environment for businesses, residents and visitors to take advantage of everything the city centre has to offer
- delivering growth in the city through the North East Investment Zone (advanced manufacturing and green sector) and creating opportunities for skills and industrial innovation through MADE NE
- supporting the development of the screen industries sector and associated opportunities for residents
- developing a new Local Plan for the city to maximise employment growth and housing development which enables sustainable communities
- delivering and enabling high quality, energy efficient, low carbon and affordable new homes in sustainable communities
- developing and promoting sustainable travel options and contributing to the development of active, low carbon travel and transport infrastructure right across the city.

### Evidence base

#### Deprivation

IMD Income deprivation domain rank  
(out of 317 English Local Authorities)

6

#### Employment and economic status

Employment	75.6%
Unemployment	4.0%
Economically active	78.0%
Economically inactive	22.0%

## Business count (enterprises)

Micro	5,150
Small	655
Medium	120
Large	40
Total	5,970

## Recent investments in the city

Housing Innovation & Construction Skills Academy (HICSA)	£15m
Sheepfolds Stables	£4m
New Wear Footbridge	£31m
Maker and Faber	£100m
Culture House	£25m
IAMP	Over £400m

## Qualifications

No qualifications	13.0%
Other qualifications	4.0%
RQF1 and above	83.0%
RQF2 and above	79.7%
RQF3 and above	51.0%
RQF4 and above	28.3%

## Industrial structure

Manufacturing	16.8%
Private knowledge services	8.0%
Public funded services	30.7%
Other private services	36.1%
Ratio of private to public jobs	2.3

## Gross value added (2022)

Total gross value added	£6.5bn
Gross value added per hour	£33.00

## Gross Disposable Household Income (2022)

Per capita	£17,458
Annual growth per capita	4.8%



Sunderland is a place recognised for its natural assets; the city has an accessible, strong and growing offer for residents and visitors - it’s easy to find something that captures the imagination in Sunderland

### The council’s medium-term priorities under this ambition:

- making the most of developments and natural assets to reduce isolation, support the more vulnerable members of the community and promote health and wellbeing including ensuring that the Parks and Greenspaces Checklist promotes inclusivity
- enhancing and developing the city’s green infrastructure, enabling opportunities for access across all our communities as part of our Local Plan and through the investment we secure
- developing flagship cultural opportunities and expanding our offer across culture, heritage, museums, libraries and the arts, ensuring this is accessible to everyone and all our communities can see their culture reflected in the offer
- attracting and enabling a world class programme of events
- launching and delivering the Sunderland Tourism Strategy 2025–35, positioning Sunderland as an exciting, welcoming destination for visitors from across the UK and beyond.

### Evidence base

#### Deprivation

IMD Living Environment deprivation domain rank (out of 317 English Local Authorities) **314**

#### Visits (2023–24)

Number of visitors to the city	<b>8,730,000</b>
Visits to Sunderland Theatres	<b>366,062</b>
Visits to Arts Centre Washington	<b>415,852</b>
Visits to Museum, Winter Gardens & City Library	<b>701,459</b>
Overall spend of visitors to the city	<b>£596m</b>

#### Activity

Percentage of people fairly active or active (Active Lives) **73.8%**

**Beaches and parks**

Beaches with blue flag status **2**

Parks in the city with green flag status **5**

**Events (2024-25)**

Events facilitated by the council **80**



All our people and communities thrive and feel proud, and are stronger together; everyone is playing their part

## The council’s medium-term priorities under this ambition:

- becoming a trusted council, developing a strong relationship with residents through effective communications and engagement
- taking a collaborative, partnership approach to act on what residents tell us are their priorities, concerns and aspirations including: community safety, addressing anti-social behaviour and ensuring a clean and green environment
- developing and delivering safer communities and social cohesion strategies so that the council plays its part in building a safe, welcoming and cohesive city where racism and discrimination are tackled, and equality and diversity are championed.

## Evidence base

### Religion

No religion	<b>39.5%</b>
Christian	<b>53.2%</b>
Buddhist	<b>0.2%</b>
Hindu	<b>0.2%</b>
Jewish	<b>0.0%</b>
Muslim	<b>1.8%</b>
Sikh	<b>0.3%</b>
Other religion	<b>0.3%</b>
Not answered	<b>4.5%</b>

### Deprivation

IMD Barriers to Housing & Services deprivation domain rank (out of 317 English Local Authorities)	<b>295</b>
IMD Crime deprivation domain rank (out of 317 English Local Authorities)	<b>57</b>

## Safer communities

Residents' feelings of safety	<b>95%</b>
Recorded incidents of anti-social behaviour in January 2025	<b>80</b>
Number of crimes in 2023–24	<b>29,384</b>

## Residents

Residents satisfied with Sunderland as a place to live	<b>74%</b>
Residents proud to live in Sunderland	<b>59%</b>
Residents feel they belong in their local area	<b>79%</b>

## Number of hate crime incidents (October to December 2024)

Race	<b>119</b>
Faith	<b>7</b>
Disability	<b>14</b>
Homophobic	<b>20</b>
Transphobic	<b>2</b>
Age	<b>0</b>
Gender	<b>2</b>
Total	<b>164</b>

## Ethnicity

Asian, Asian British or Asian Welsh	<b>3.0%</b>
Black, Black British, Black Welsh, Caribbean or African	<b>1.0%</b>
Mixed or Multiple ethnic groups	<b>0.9%</b>
White	<b>94.6%</b>
Other ethnic group	<b>0.5%</b>



Sunderland will play its role in tackling the global challenge of climate change, working together across the city to be carbon neutral by 2040

### The council’s medium-term priorities under this ambition:

- enabling and delivering progress towards the ambitious city-wide target set out in the Sunderland Low Carbon Framework, bringing partners together and creating opportunities in a strategic and coordinated way to maximise impact
- increasing energy efficiency and reducing carbon emissions across all council operational assets including transitioning our fleet to become de-carbonised across the organisation with planned investment in the necessary enabling infrastructure
- ensuring our front-line services including waste and recycling contribute positively to carbon reduction targets, supporting residents to play their part too
- reducing waste and increasing recycling across our own operational estate
- developing policies, associated programmes and projects, including securing investment or external funding wherever possible, to support the achievement of our ambitious council and city-wide targets
- working with education partners to enable all Sunderland schools to adopt the Sunderland Low Carbon School Charter
- leading a collaborative approach to ensure we understand the climate change risks that impact on council services and the wider city, and facilitating delivery of adaptation plans.

### Evidence base

#### Emissions (tonnes)

Sunderland CO <sub>2</sub> per capita estimate (2022–23)	<b>3.8</b>
Sunderland Greenhouse gas per capita (2022)	<b>4.1</b>
Sunderland CO <sub>2</sub> total estimate (2022–23)	<b>1,046,145</b>
Local authority operations CO <sub>2</sub> (2023–24)	<b>8,327.67</b>

#### Electric vehicles (2023–24)

Transactions at rapid charging units	<b>11,763</b>
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#### Household waste (2023–24)

Percentage sent for reuse, recycling and composting	<b>29.8%</b>
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**Environment**

Litter levels (October to December 2024)	<b>5.86%</b>
Environmental enforcement investigation activity completed (2023–24)	<b>4,948</b>

**Service requests completed within timescale (2024–25)**

Graffiti/fly-posting	<b>86.4%</b>
Animal fouling	<b>93.1%</b>
Grass cutting	<b>93.3%</b>
Shrubs and hedges	<b>85.6%</b>
Fly tipping	<b>93.3%</b>
Litter, debris and leaves	<b>95.7%</b>

**Renewable energy**

Annual generation at council operational buildings (MWh)	<b>775.3</b>
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**Energy efficiency (2023–24)**

Percentage of households in Sunderland EPC rating C or above	<b>50.48%</b>
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CULTURE  
HOUSE



Open

COFFEE

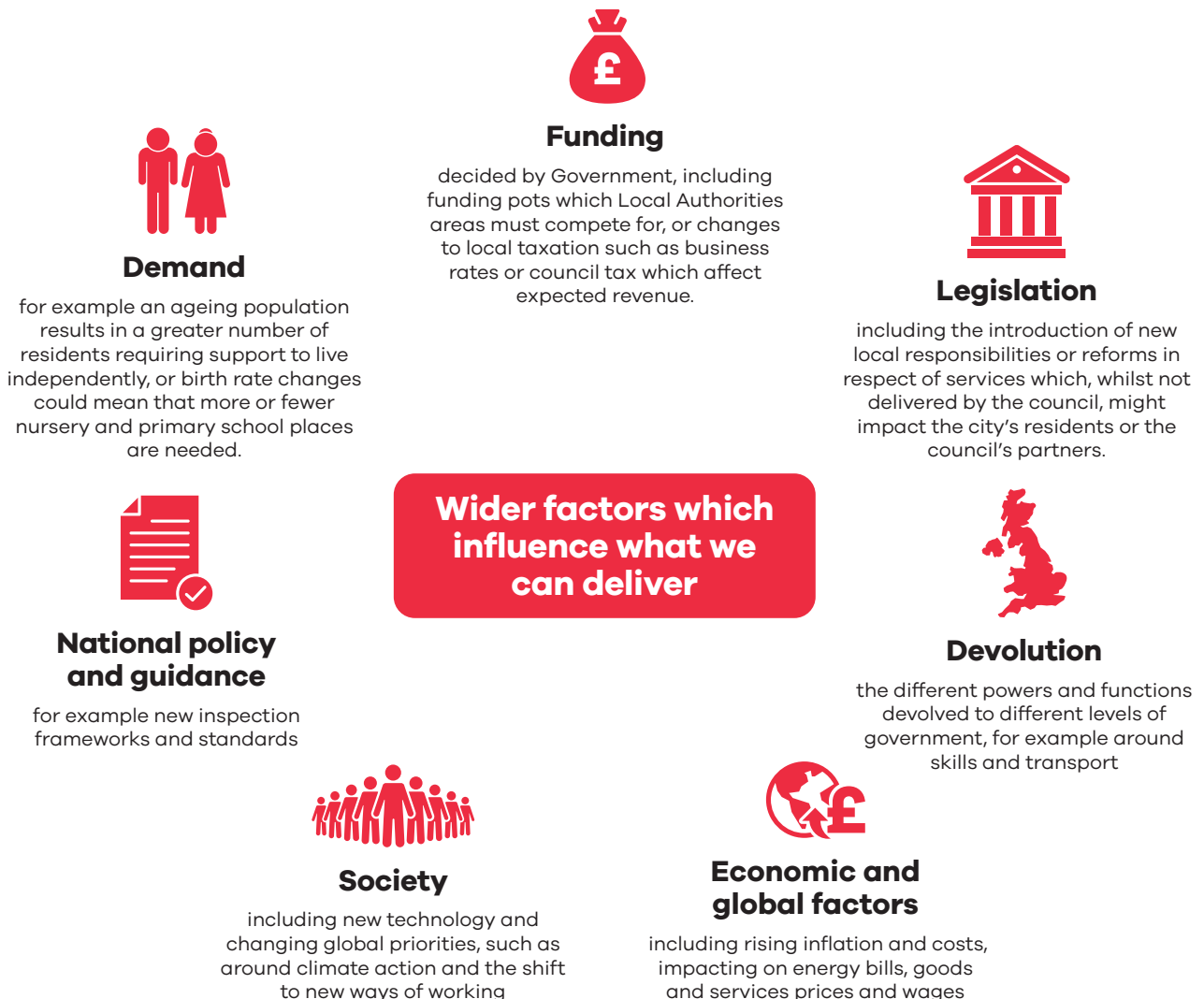
# 5. Current national and regional context

Sunderland is a metropolitan borough with city status in Tyne and Wear in the North East of England.

It is an Upper Tier Unitary Local Authority, one of five such councils in Tyne and Wear and therefore provides all the local government services in Sunderland.

Sunderland City Council is a member of the North East Combined Authority (NECA), formed on 7 May 2024. NECA is led by an Elected Mayor and Cabinet and covers the seven local authority areas of County Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland. Through devolved powers and funding, NECA ensures that decisions are made closer to the local people, communities and the businesses they affect.

The City Council operates within a framework of statutory obligations that are shaped by wider political and legislative factors, including:





# 6. The council's financial position

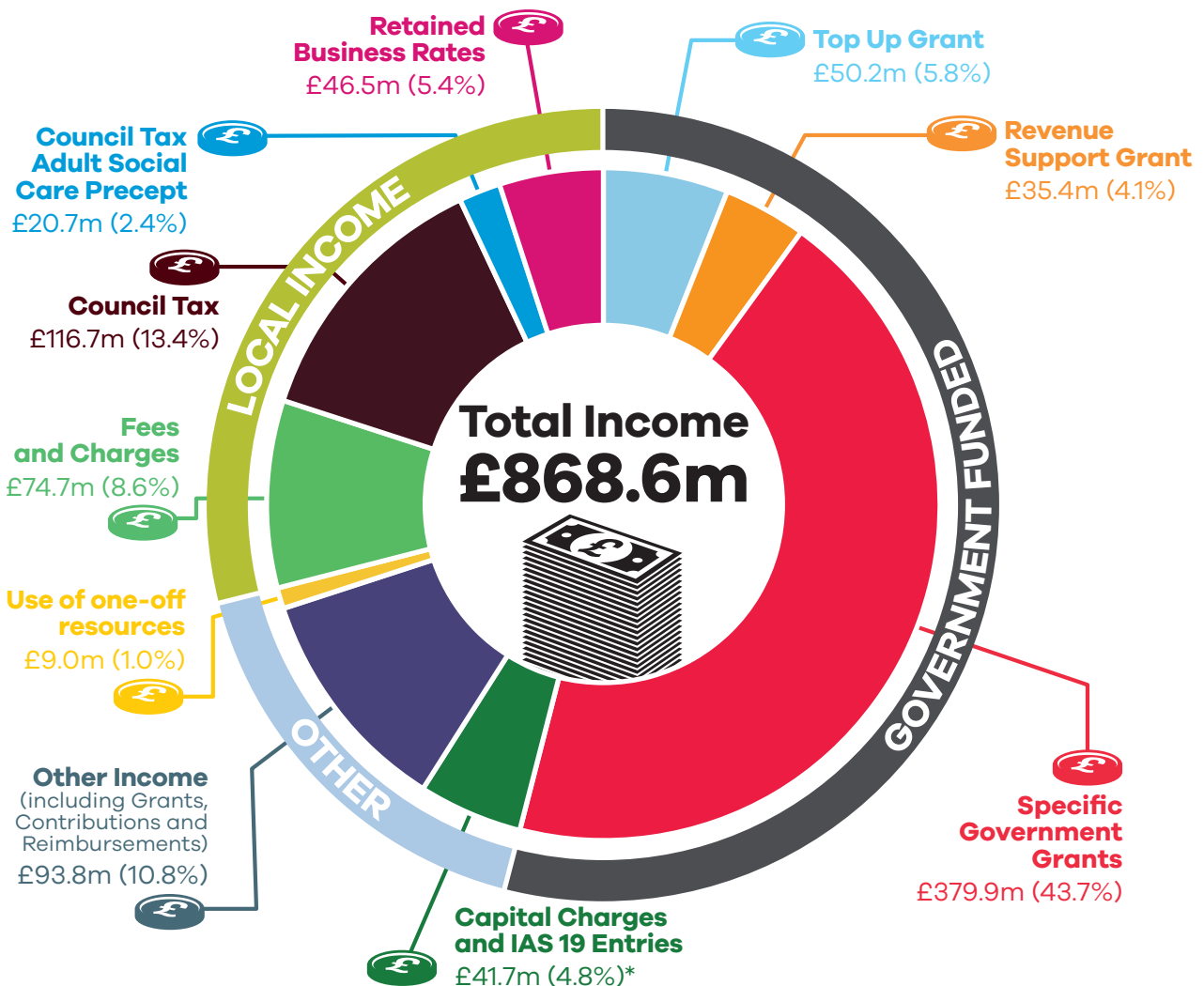
The council provides more than 600 services from adult and children's social care, waste and recycling collections, to libraries and parks.

The core government funding the council receives has reduced by over 22% in real terms since 2010–11.

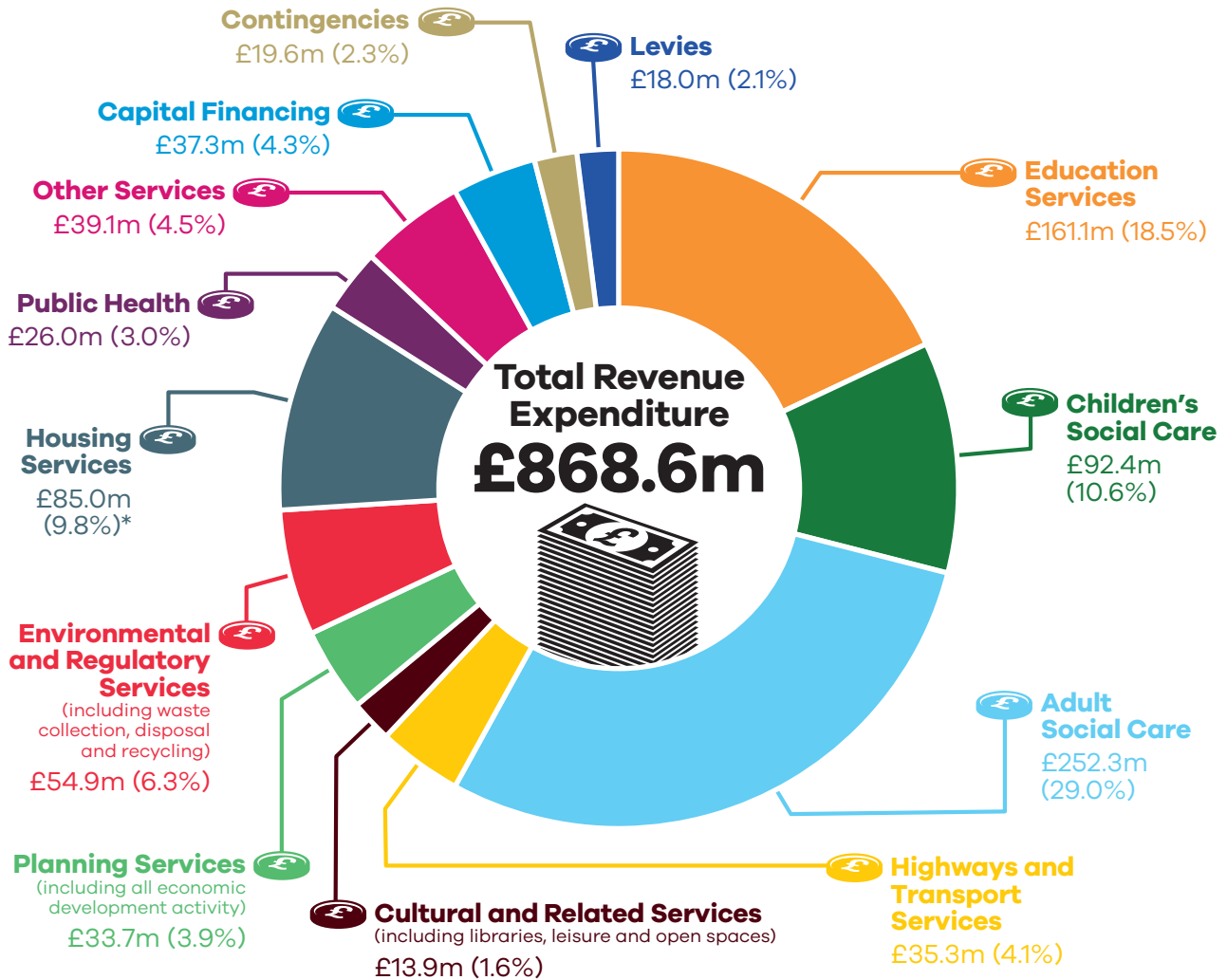
Alongside this reduction in income, the council's costs continue to increase and pressures on our services grow particularly the services we must continue to deliver and fund to support our vulnerable adults and our children.

This all means that for 2025–2026, we have had to make further budget cuts of £10.241m and use £9m of reserves to balance the budget.

This year's allocated budget for day-to-day services was £868.6m. The majority of budget funding comes from Government grants with the council tax contributing around £16 of every £100.



The chart below shows what the council plans to spend on its services in 2025-2026. Total or gross expenditure is the total revenue costs of running council services before any income from grants, fees and charges are taken into account.



In addition to its revenue expenditure, the council has an ambitious approved **capital programme** of more than £400m over the next four years, with more than £250m of this programmed for the next year. This has been set with the aim of delivering on the City Plan priorities including securing capital investment in the city in order to deliver growth and jobs.

# 7. Future Council

The council is continuing with its organisational transformation programme under the banner of Future Council.

Feeding into our medium-term financial planning (MTFP) processes, some of the work is about efficiencies and contributing to addressing the financial pressures faced by all local authorities.

Other activity is about ensuring we are getting better at what we do, and that we are focusing our efforts in the right places.

The Future Council approach ensures we have a targeted improvement programme to support our long-term financial resilience with the aim to better serve our residents, improve performance, reach efficiency targets and play an effective and impactful role in delivering the City Plan.

Future Council principles:

- targeting resources on statutory and front-line services and protecting priority services
- managing demand and facilitating those services which make a difference
- being customer focused and understanding needs
- redesigning and reshaping services to deliver value for money and maximise productivity
- strategic commissioning based on outcomes, using an intelligence-based approach
- maximising income opportunities where there is a market and business case
- ensuring opportunities for collaboration with partners to deliver key outcomes
- ensuring internal, support services respond appropriately to the changing shape and size of the city council
- collaborating with residents, businesses, partners, and the voluntary and community sector to ensure the best outcomes
- a continued focus on regeneration and inward investment.

Within this context, the city council's Target Operating Model (TOM) vision is to create a leaner and standardised council structure, driving change and improving the customer experience. The TOM is based on a customer-centric model and nine design principles to guide its activity.

The model aims to make best use of the council's resources, empowering customers with the tools and knowledge to access services in the most appropriate way.

The following nine design principles provide a consistent approach as the council continues its journey of service improvement based on an evolving set of targeted improvement projects:

## Target operating model

 <p>Customer voice is heard</p>	 <p>Right service and staff in the right place at the right time</p>	 <p>Intelligence, insight and evidence led</p>
 <p>Enable people to be independent and resilient</p>	 <p>The council doesn't always have to be in the middle of everything</p>	 <p>Grow community resources and enable people to use them</p>
 <p>Make best use of technology</p>	 <p>Innovative and bold</p>	 <p>Work together as one organisation</p>

## Diversity, equalities and inclusion

As we shape our future council, fostering a culture that demonstrates and embraces diversity, equalities and inclusion is fundamental to our work.

In becoming an employer of choice, we are committed to ensuring that we value diversity, that all of our employees' voices are heard and their contributions are respected.

In turn, we require our employees to adopt the same principles in the design and delivery of services as we work to play our part in creating an inclusive and cohesive city - delivering the best possible outcomes for our residents, businesses and communities.

Integrated Impact Assessments are an important tool to ensure the council is compliant with the Public Sector Equality Duty. Activity that promotes equity, reduces inequalities, and contributes to improved outcomes, has the potential to reduce financial burdens on the public sector in the longer term.

Services are therefore required to undertake Integrated Impact Assessments as part of the service planning process and in the development of all relevant activity.

# 8. Monitoring delivery and impact

The council and its partners want to ensure that everything we do has a positive, demonstrable impact on achieving our shared vision for Sunderland.

For the council's part, progress is managed via our corporate performance management arrangements including quarterly reports to Chief Officer Group, Scrutiny Co-ordinating Committee and Cabinet.

This performance monitoring cycle supports decision making and resource allocation within the council - both in terms of how we shape and manage the organisation and how we ensure we are making progress in contributing to the delivery of the City Plan.

Systemised performance monitoring allows us to continuously improve and build on previous achievements, identify where we aren't making progress as planned and put in place the appropriate improvement actions, and ensures we adapt to new and emerging challenges so that we remain focused on our short, medium and long term objectives and outcomes.

Through the performance management framework, a data-led and evidence-based approach underpins our strategic planning processes including the annual assurance of the City Plan and Delivery Plan, the development of the Corporate Plan, and the production of Service Plans which in turn guide our leadership and management activities including the employee appraisal process.

The components of the performance management framework are:

- Impact Framework Measures that ensure that we are delivering sustained long-term impacts, to shift the dials on achieving our ambitions for the city
- Key Performance Indicators that ensure that the council is playing its part effectively
- The monitoring of Corporate Performance Measures that enable us to ensure the council is in a good and sustainable financial position, within a culture that promotes high productivity and innovation, and is focused on ensuring resident and customer satisfaction.

## Measuring progress towards the City Plan ambitions



Everyone's talent is nurtured - our children and young people are achieving the best outcomes, everyone is connected to opportunities, and whatever your aspiration you can achieve it in Sunderland

**Impact Measures:** education attainment, skills attainment and outcomes for children

**Key Performance Measures:** Children's Services timeliness and outcomes, adult learning outcomes and apprenticeships supported.



Inward investment, job creation and high performing businesses and employers create opportunities for all residents of the city, with Sunderland making a significant contribution to the UK's economic growth

**Impact Measures:** employment rate, business development, digital connectivity and housing growth

**Key Performance Measures:** business support, digital inclusion services, commercial and residential planning, new homes and homes brought back into use



People live healthier, longer lives - health and wellbeing outcomes are significantly improved and life is better because we live in Sunderland rather than any other place

**Impact Measures:** population and healthy life expectancy, health and wellbeing outcomes, crime levels and anti-social behaviour

**Key Performance Measures:** health and wellbeing intervention outcomes (including smoking cessation, drug & alcohol services and children's health services), Adult Social Care service outcomes, support to carers, housing support services, domestic abuse support services, regulatory services and youth justice services



Sunderland is a place recognised for its natural assets; the city has an accessible, strong and growing offer for residents and visitors - it's easy to find something that captures the imagination in Sunderland

**Impact Measures:** active residents, visitor numbers and visitor spend.

**Key Performance Measures:** cultural venue visitor levels (including theatre, arts and heritage venues), events participation and libraries services



**All our people and communities thrive and feel proud and are stronger together; everyone is playing their part**

**Impact Measures:** residents feel they belong, feel pride and feel satisfied with where they live

**Key Performance Measures:** resident survey results, social cohesion measures, financial resilience and welfare support service delivery.



**Sunderland will play its role in tackling the global challenge of climate change, working together across the city to be carbon neutral by 2040**

**Impact Measures:** CO<sub>2</sub> estimates, air quality, housing efficiency

**Key Performance Measures:** emissions from council operations, energy consumption by council buildings, waste & recycling, enforcement, electric vehicle use

## **Measuring performance against our corporate priorities**

**Productivity is high, and we are an ambitious, innovative and transformative council that delivers on its corporate priorities and puts residents and communities at the heart of everything we do**

**Impact Measures:** residents view the council as ambitious and are satisfied with services

**Key Performance Measures:** employee productivity (attendance and turnover), ICT availability, timeliness of key corporate services (e.g. complaints handling & FOI responses), customer enablement (self-serve), health and safety, compliance, budget and income

Targets for the above City Plan and Corporate Priorities measures are included alongside activities in the Delivery Plan in Section 9.



# 9. Corporate Plan delivery plan

Activities shown are for 2025/26 and will be refreshed at the start of each year of the Corporate Plan's lifespan.

For a comprehensive view of the council's activities, the Corporate Plan Delivery Plan should be read in conjunction with the City Plan Indicative Timeline which can be found at <https://www.sunderland.gov.uk/city-plan>

## AMBITION



Everyone's talent is nurtured - our children and young people are achieving the best outcomes, everyone is connected to opportunities, and whatever your aspiration, you can achieve it in Sunderland

## ACTIVITIES

- Implementing an amended Council Tax Discounts scheme.
- Supporting residents' financial wellbeing including:
  - supporting the delivery of the NECA funded Advice at the School Gate project,
  - launching Phases Two and Three of Lightning Reach financial support project
  - supporting the improved financial wellbeing of younger people including those in low-income families by working in schools and further education settings.
- Planning, implementing and successfully delivering £4.7 million in Housing Support Fund 7 support.
- Working with Feeding Britain, and key partners to deliver city-wide sustainable affordable food clubs.
- Supporting the work of the government's Child Poverty Unit and the North-East Combined Authority's Child Poverty Reduction Unit including developing a citywide strategy to address child poverty.
- Completing the Multiply Adult Numeracy Programme to improve the confidence and skills of adults aged 19 years and over in using numbers in everyday life, at work, and for potential career progression.

## AMBITION



People live healthier, longer lives - health and wellbeing outcomes are significantly improved and life is better because we live in Sunderland, rather than any other place

## ACTIVITIES

- Improving the Adult Social Care advice and information available to residents.
- Developing and implementing an action plan for the outcomes of the Care Quality Commission assurance process for Sunderland Care and Support.
- Ensuring safe and timely hospital discharges with our residents and carers.
- Working collaboratively between Sunderland Care and Support and Together for Children to support children with social care needs and their families to prepare for the transition to adulthood, maximising opportunities for independence.
- Maximising the legacy of being the Women's Rugby World Cup 2025 opening game host city including:
  - delivering a community participation programme in partnership with local Rugby Clubs to encourage residents to engage with rugby
  - training volunteers to deliver community rugby
  - delivering a School Games Rugby skills event.
- Developing and delivering Swim, Bike and Run projects including:
  - beginner/improver programmes in key locations across the city
  - community activator programmes to enable volunteers to deliver Swim, Bike, Run opportunities
  - a community participation programme in partnership with community organisations and schools in Hetton, to encourage residents to engage with Swim, Bike, Run.
- Improving physical activity participation in Southwick including constructing and launching the Southwick PlayZone and undertaking regular community engagement including surveys, focus groups and 1-1s.
- Supporting healthy weight management and reducing inactivity levels including:
  - delivering a bespoke programme for young people requiring Tier 3 weight management support
  - providing families and young people with bespoke targeted 1-1 support around healthy weight and physical activity
  - providing targeted support to Primary Schools with red/amber National Child Measurement Programme data to help improve healthy weight levels.
  - working with community partners including Family Hubs, to offer a range of healthy eating, nutrition and physical activity sessions.

- Securing decent, quality properties which offer 24/7 support to allow high needs clients to sustain a home and access the necessary support to enable them to move forward to their own tenancy and independent living. These will be placed in local communities and will allow access to the required support services and neighbourhood facilities.
- Delivering Local Authority Housing Fund 3 accommodation, providing homes for those arriving in the city through the Afghan Resettlement Scheme.
- Securing Brownfield Infrastructure Land Phase 2 Grant from Homes England for the delivery of housing on brownfield sites.

## AMBITION



**Inward investment, job creation and high performing businesses and employers create opportunities for all residents of the city, with Sunderland making a significant contribution to the UK's economic growth**

## ACTIVITIES

- Completing the IAMP Area Action Plan regulation 19 consultation and publishing the IAMP Area Action Plan Authority Monitoring Report.
- Establishing a Riverside Sunderland Estate Management Company.
- Completing the letting of the highly-advanced manufacturing facility at International Drive.
- Maximising occupancy in City Centre and Riverside developments including:
  - letting of food and beverage units at Sunnyside Social
  - completing the acquisition and demolition of Sheepfolds property interests
  - completing the letting of City Hall.

## AMBITION



Sunderland is a place recognised for its natural assets; the city has an accessible, strong and growing offer for residents and visitors - it's easy to find something that captures the imagination in Sunderland

## ACTIVITIES

- Maintaining high standard grounds maintenance in the city's parks, cemeteries and open spaces including 5 Green Flag Parks and gateways into the city.
- Completing repairs to Roker Pier.
- Maintaining the city's seafront and resorts to Blue Flag standard.
- Publishing the Draft Local Nature Recovery Strategy for consultation.
- Establishing a first tranche of Local Habitat Bank Registration sites for biodiversity enhancement.
- Developing a Tourism Strategy and establishing a Sunderland Tourism Alliance to secure growth in the sector for the city and its businesses.
- Ensuring Sunderland is recognised as highly ranked sustainable tourism destination.

## AMBITION



All our people and communities thrive and feel proud, and are stronger together; everyone is playing their part

## ACTIVITIES

- Ensuring the ongoing delivery of Area Committee Area Plans to support the delivery of the City Plan and other significant strategies for the city including developing new Area Plans for 2026 – 2029.
- Exploring the introduction of a new operational Community Safety locality way of working.
- Reviewing, updating and adopting existing Housing Civil Penalty Enforcement Policy.
- Implementing an enhanced programme of Community Engagement.
- Developing and implementing a partnership Social Cohesion Strategy for the city.
- Continually promoting accessibility to all, to enable wide participation in elections.

## AMBITION



Sunderland will play its role in tackling the global challenge of climate change, working together across the city to be carbon neutral by 2040

## ACTIVITIES

- Embedding carbon reduction into the council’s corporate procurement processes from pre-procurement to contract management and monitoring.
- Decarbonizing 10 council buildings.
- Reducing carbon within the council’s vehicle fleet.
- Progressing the relocation of staff and resource to Parsons depot.



**Sunderland  
City Council**