Elba Park is a development of two, three, four and five bedroom sustainable homes built on the land of the former Lambton coke works, in a newly created 52-hectare park, surrounded by country walks and trails.
Corporate Plan

This Corporate Plan sets out our key priorities for the next four years allowing us to describe and clearly see how our collective hard work contributes to the City Vision:

This Plan will keep us focused on our purpose, supporting those people in the greatest need as a fundamental part of our contribution to the “All Together Sunderland” approach to the city’s challenges:

The Plan:
• provides the basis for service planning activity which identifies the actions necessary to address the key priorities
• enables performance management and assurance activity which supports the delivery of the best outcomes and services in relation to our priorities and statutory responsibilities within available resources
• creates an “early warning system” where this is not the case; and
• provides the context for the development of our individual employee objectives.

Sunderland will be a welcoming, internationally recognised city where people have the opportunity to fulfil their aspirations for a healthy, safe and prosperous future.

Sunderland City Council will be the most effective community leadership council possible, in order to serve our communities and to ensure the city and its people fulfil their potential.
We have identified three priority areas within which the council is most able to positively influence outcomes for Sunderland, its residents, communities and businesses.

Each of these priority areas comprises themes under which we are able to deliver, enable or influence action delivery to support improved outcomes.

Our approach in respect of our priorities is underpinned by robust intelligent decision making, effective delivery and performance management arrangements to achieve the best outcomes, ensuring we seek to understand and address the inequality of health, wealth and opportunity in the city.
Sunderland has been chosen as one of the home ports for the prestigious ‘Tall Ships Races’ in 2018.
At a glance – key actions

To ensure progress in respect of achieving outcomes for the city, the priority themes have specific actions identified against them. These priority actions form the basis of our corporate strategic management and performance arrangements, through which activity is targeted, progress is understood and corrective action is taken.

The spread of these actions reflects the areas within which the council is able to most positively deploy its resources to deliver, enable or influence.
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<th>Safeguarding our residents</th>
<th>Supporting children and families</th>
<th>Transform key children’s services</th>
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<td>Establish the ‘Together for Children - Sunderland’ alternative service delivery model</td>
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<td>Improve the life chances for the most vulnerable children in the city</td>
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<td>Reduce the number of children in care by ensuring timely decision making</td>
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<td>Early help and social care</td>
<td>Recognise respond to and reduce risk to vulnerable children</td>
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<td>Recruit and retain the best early help and social care staff</td>
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<th>Safeguarding our residents</th>
<th>Supporting vulnerable adults and carers</th>
<th>Adult social care</th>
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<td>Further develop Sunderland Care and Support LTD</td>
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<th>Future council</th>
<th>New ways of delivering services</th>
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<td>Developing appropriate structures for delivery</td>
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<td>Procure a Technology Partner and create an alternative service delivery model for ICT</td>
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<th>Future council</th>
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<td>Becoming more financially self-sufficient and less dependent on government support</td>
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<td>Deliver the 2016-2020 Transformation Programme</td>
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<td>2017/18 budget planned and agreed by March 2017</td>
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<td>Ensure a balanced budget position for 2017/18 and gap closed for 2018/19 and 2019/20</td>
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<th>Future council</th>
<th>Building resilient communities</th>
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<td>Welfare reform</td>
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<td>Lead partnership activity to help mitigate the impacts of welfare reform</td>
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<td>Community cohesion</td>
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<td>Intelligence based approach to crime prevention and community safety</td>
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Sunderland is a city that makes things the world wants to buy, a city that innovates and creates, a city with pride and passion.

Keel Square

Keel Square is a City Centre public space including high-quality paving, bespoke street furniture, two artworks, and a water feature, celebrating Sunderland’s maritime and industrial heritage. Its name was decided by the city’s residents.
Sunderland is transforming itself from a great 20th century industrial town to a modern, vibrant and prosperous 21st century city. Sunderland City Council, working with its partners has a significant role to play in this transformation.

In these challenging times for many people in Sunderland we believe we must continue providing strong and visionary leadership, ensuring that the city, its residents, communities and businesses can seize every available opportunity for a better future. This includes working within the North East Combined Authority to make sure that Sunderland plays its part in – and benefits from – a successful North East region.

We are faced with unprecedented cuts as the Government continues with its austerity programme. We cannot continue to minimise the impact of these cuts on the city by ‘squeezing out efficiencies’ – successful as that’s been to date. We are becoming a very different organisation with a very different role.

Sunderland has great ambitions and is radically changing how it joins together the public, private, and voluntary and community sector resources within the city to create the best conditions for residents, communities and businesses to connect and succeed.

As a result of our ‘All together Sunderland’ approach, we expect that by 2020 Sunderland will be a welcoming, internationally recognised city where people have the opportunity to grow and fulfil their aspirations for a healthy, safe and prosperous future.
We have seen unprecedented cuts and cost pressures over the last six years with £250m having to be saved.

We need to save at least £74m by 2019/2020 and at least £41m of that needs to be saved for 2017/2018. This means that while in 2016/2017 we spent £655m (the equivalent of £5,198 per household) on 700 services to support the city’s 277,000 residents in over 127,000 households, we will have £590 less to spend for every household by 2020.

We will have less money to spend on local priorities and services, and we face some hard choices particularly at a time when our population is ageing and demand for our services is continuing to rise.

We must focus on those services we need to provide and make sure we are as efficient as possible in doing so. Given the level of savings needed we must radically rethink the way we work and this will inevitably impact on the services. The frequency and standards of some services may reduce in some areas of activity, and we may need to stop offering some nonessential services altogether.

We will also need to make sure we operate as commercially as possible in generating external income. Our aim is to do all this in a way that minimises the impact on residents, communities and businesses, and on the city itself.

We need to think of more innovative and collaborative ways to make sure the people in greatest need are supported. More must be done to reduce demand and build individual and community resilience through encouraging self-help and greater personal responsibility.

We will need to continue to change the way we operate. We will change fundamentally in size and focus. However, our values and behaviours remain:

- We are PROUD
- We are DECENT
- We are TOGETHER
Where the money will come from in 2016-2017

- Total Income £655.4m
  - Fees and Charges £39.9m (6.1%)
  - Top Up Grant £36.2m (5.5%)
  - Use of one-off Resources £9.0m (1.4%)
  - Other Income (including Grants, Contributions and Reimbursements) £55.8m (8.5%)
  - Council Tax Adult Social Care Precept £1.6m (0.2%)
  - Retained Business Rates £44.3m (6.8%)
  - Council Tax £84.3m (12.9%)
  - Specific Government Grants £302.1m (46.1%)
  - Capital Charges and IAS 19 Entries £25.0m (3.8%)*

Where the money will be spent on services for 2016-2017

- Total Expenditure £655.4m
  - Contingencies £5.1m (1%)
  - Levies £16.5m (3%)
  - Education Services £165.5m (25%)
  - Planning Services (including all economic development activity) £15.3m (2%)
  - Cultural and related services (including Libraries, Leisure and open spaces) £12.7m (2%)
  - Highways and Transport Services £29.1m (4%)
  - Adults Social Care £131.4m (20%)
  - Environmental and Regulatory Services (including Waste Collection, Disposal and Recycling) £28.0m (4%)
  - Contingencies £131.4m (20%)*
  - Public Health £26.5m (4%)
  - Revenue Support Grant £57.2m (8.7%)
  - Capital Financing £20.3m (3%)

*Capital charges and IAS 19 amounting to £25m are included in gross expenditure and income in accordance with the Service Reporting Code of Practice. This has no impact on the level of Council Tax.

*This excludes council housing costs as the council does not hold a social housing stock. This expenditure mainly relates to Housing Benefit payments.
Lear Corporation produces 600,000 car seats a year for the Nissan Qashqai and the company's business with Nissan, BMW and Jaguar Land Rover. Lear's two plants at Houghton-le-Spring currently employ around 600 people between them.
Our journey towards 2020

Developing a city the size of Sunderland is complicated and it’s not just the council’s responsibility. Our partners in health, education and other public services, the voluntary and community sector and private business share roles in helping our residents, communities and businesses prosper.

Promoting equality and reducing inequalities is fundamental to our approach. Embedding our understanding of equality and the impact of our activities on equality underpins:

- robust intelligence based decision making;
- core commissioning activities;
- collaborative partnership arrangements;
- customer engagement;
- service transformation; and
- performance management and accountability.

By embedding an intelligence approach, and routinely considering equality intelligence as a part of everything we do, we will strengthen our approach and fulfil our commitments in our Equality Scheme.

To understand how our residents, communities and businesses are faring and how well service offerings are meeting needs (through alternative delivery models, in-house provision, partner provision across all sectors or services outside of Sunderland) a key focus will be on the development of intelligence that enables us to prioritise and allocate resources more effectively.

This is about ensuring that the things we commission go further and faster, create outcomes that make a lasting difference, and are safe and meet local need. This means we will need to ensure arrangements are in place for the collation and analysis of core data, insight and information into intelligence; and a greater emphasis on performance management and enhanced accountability.

We need to have strong partnership arrangements in place that enable truly collaborative working. This includes the key partnerships for the Tyne and Wear City Region as well as the city through the North East Combined Authority, which provides a basis for collaboration between local authorities with a common purpose.

We will also need to keep our links to customers through a customer service network as well as increase our digital offering and our local offer through customer service access points.

Demand from the council’s operations for strategic and support services (finance, HR, legal, ICT, policy, corporate affairs, programme and project support services, business/administrative support, transactional services) will all proportionally reduce as we reduce in size and headcount. However, some of these services will be established as alternative service delivery models with the aim of selling their services to other customers too.

Appropriate strategic and support service capability will also transfer with the People and Place alternative service delivery models.
What will remain will be the minimum steady-state required for us to discharge our key statutory duties and ensure that we operate efficiently and effectively, including our responsibilities in respect of:

- safeguarding;
- public health;
- equalities;
- emergency planning and resilience;
- strategic place-shaping; and
- service integration.

All of this activity is coordinated through our Transformation Programme, the key characteristics of which will be used to design our future arrangements.
The 56,000sq ft Washington Business Centre at Turbine Business Park is designed to help attract, start and grow a range of enterprises. It comprises space for more than 30 businesses and it could help create or sustain more than 200 jobs.
Regenerating the city

We need to create the conditions to influence and enable the regeneration of Sunderland.

There are three key factors to the future success of the city:

**Economy**

We are focusing on securing Sunderland’s long-term economic future, and encouraging inward investment, advanced manufacturing and the development of hi-tech industries and new employment opportunities.

**Skills and education**

Through the Education Leadership Board and the delivery of its skills strategy, we will align education, training and jobs to help residents and businesses reach their full potential and support inward investment.

**Health**

Through the City’s Health and Wellbeing Board we are seeking to ensure residents are able to take advantage of the opportunities presented by the city’s growing economy. We aim to improve the health and wellbeing of our residents through the integration of health and social care, by supporting our communities to support themselves and by maximising opportunities to improve health through all our policies and initiatives.

These three factors are interlinked and how we address them underpins our approach to regenerating Sunderland:

**Growing the economy**

Sunderland can build on the opportunities opened up by significant new infrastructure, and drive the development of a city centre with a reputation for vibrancy and creativity that matches and complements its success as a manufacturing and business hub.

The Economic Leadership Board has launched its 3,6,9 Vision to transform Sunderland, identifying the initiatives, projects and ideas that will help shape the city in the coming years.

For each aim, the Economic Leadership Board Result Groups will develop innovative and investable propositions that stimulate local demand and economic impact, delivering a suite of projects that will allow the Economic Masterplan ambitions to be achieved:

- supporting the creation of 20,000 new jobs in the city between 2015 and 2024;
- securing £1bn of economic investment; and
- achieving a total additional Gross Value Added of £1.8bn generated over the period to 2024.

Work is also prioritised to develop the Sunderland’s vibrancy so that more people want to spend time in city. This means working with partners to create a more lively, confident and cosmopolitan city with increased levels of participation and creativity, and a sense of cultural ambition. It is also about ensuring that the city caters for all tastes, from the excitement of city life to the peace and tranquillity of the coast and countryside.

We have also identified the additional critical issue of sustainable population growth that supports a prosperous, vibrant city. This reflects the need to improve Sunderland’s offer to current and prospective residents in terms of the housing offer and in respect of diversifying the employment offer.

**Improving education and skills**

All children, young people and adults, wherever they live or work in Sunderland and regardless of their background or circumstances, should benefit from the best possible education and training opportunities in a safe and supportive environment that will allow them to thrive at every stage and in all aspects of their lives.
We want to ensure that everyone is well equipped to respond positively to all the opportunities and challenges that life presents, with a particular focus on being:

- Ready for School
- Ready for Work
- Ready for Life

This includes effectively communicating Sunderland’s offer to investors and funders and promoting the city as an attractive location for businesses to start up, expand or relocate to strengthen and diversify the city’s economy. It also means complementing and drawing on the growth potential of people freely moving around the region to do business and access jobs, working with businesses, academia and the public sector.

We will pursue physical regeneration and infrastructure developments that enable better access to jobs, skills, education, health, leisure and other opportunities across Sunderland and the region, and support efforts for the city to retain more of its young people and students in order that they can contribute to and benefit from its future prosperity.

We will also work collaboratively with partners to maximise opportunity and increase economic inclusivity to transform the city’s economy into one that is knowledge-based with higher value and better paid jobs, greater levels of innovation, new business generation and rising employment including:

- strengthening and deepening the relationship between schools and businesses;
- working with the further and higher education sector to address skills and employability for 16 to 19 year olds, specifically focusing on Science, Technology, Engineering and Mathematics skills; and
- a whole University City approach that addresses skills deficits across the workforce.

**Improving health and wellbeing**

Sunderland should be a city where everyone is as healthy as they can be, where people live longer, enjoy a good standard of wellbeing and we see a reduction in health inequalities.

We want to enable and support individuals, families and communities to enjoy much better health and wellbeing, with less reliance on the public sector in the longer term. This involves recognising and being responsive not only to local needs but also to community strengths and exploring how these can be better harnessed to help address the challenges we face.

The Health and Wellbeing Board are focussing on eight priorities for action:

- smoking
- alcohol
- best start in life
- physical inactivity
- falls prevention
- Sunderland as a healthy place
- economy and standard of living
- wellbeing

By building on and utilising the resources and energy of our communities we can support people to take greater control of their lives, encourage good health choices and overcome the barriers which can prevent good physical and mental health and support increased economic participation and productivity, including encouraging businesses and investors to contribute to improving health prosperity as well as economic prosperity.

We will also maximise the opportunity of the devolution agenda for health and wellbeing through engagement in the North East Health Commission.
Everyone has the right to feel safe. This means preventing and reducing the risk of significant harm to vulnerable children and adults from abuse or other types of exploitation, whilst supporting individuals in maintaining control over their lives and in making informed choices without coercion.

Safeguarding is everybody's business, with residents, communities, businesses and partners playing a part in preventing, detecting and reporting neglect and abuse. Measures need to be in place locally to protect those least able to protect themselves. Safeguards against poor practice, harm and abuse need to be an integral part of care and support. We should achieve this through collaborative working.

Supporting vulnerable children and families

Providing services that help prevent and reduce the risk of harm to vulnerable children and services that will ensure the best possible outcomes for all our children, young people and families.

The Ofsted inspection of our services for children in need of help and protection, looked after children and care leavers was carried out between 11 May and 4 June 2015. The report was published on 20 July 2015. The inspection team found our children’s services to be inadequate. They reported that there were widespread and serious failures that leave children unsafe and mean that the welfare of looked-after children is not adequately safeguarded or promoted.

A robust Learning and Improvement Plan has been developed in response to the Ofsted inspection report. The report requires us to respond to 27 areas for improvement. A number of other improvement actions have also been identified from the report and these are also included in the Plan. The Plan has been developed around seven key priorities for improvement:

- Recruiting, retaining and developing a skilled and confident social care workforce
- Providing coherent and coordinated early help services to children and their families
- Improving the quality and timeliness of assessment and care planning
- Ensuring high quality support and services for looked-after children and effective permanency planning
- Putting the voice of the child at the centre of social care practice
- Supporting young people leaving care to have a positive and successful transition to adulthood and independence
- Embedding strong quality assurance and governance mechanisms to drive continual improvement in services.

The Plan is overseen by an Improvement Board chaired by a Commissioner for Children’s Services appointed by the Department for Education. The multi-agency Improvement Board meets six-weekly and monitors delivery of the actions in the Plan against an agreed baseline in order to demonstrate improvement to the Department for Education, the Council and the wider community. The Chair of the Improvement Board reports to the Secretary of State for Education on the effectiveness of the implementation of the Plan.

Supporting vulnerable adults and carers

Supporting vulnerable people to help them live as independent, healthy and active a life as possible.

The vision for integration in Sunderland lies in transforming the way health and social care work together to ensure that residents have easy and appropriate access to health and social care solutions which are easy to use and avoid duplication. By doing this we will work with residents, patients, and carers, as well as those who can support those solutions, including health and social care providers, to change behaviours to ensure appropriate care, in the right place at the right time.
The new system will consist of truly integrated multi-agency working so that local health and social care systems work as a whole to respond to the needs of residents. It will support people to be in control and central to the planning of their care, so they receive the service that is right for them. Integrated services will bring together social care and primary/community health resources into co-located, community focused, multi-disciplinary teams, linking seamlessly into hospital-based and other more specialised services. This will be supported by:

- Integrated working between health and social care to assess people’s needs
- Integrated working to plan and manage care to ensure continuity
- Anticipatory case-finding, supporting a prevention model
- A single engagement process for residents to influence and inform service development
- Integrated IT systems allowing information to be shared amongst those who need it, including the individuals themselves
- Working differently to nurture community resilience.

**Building resilient communities**

We will continue to work collaboratively to build community capacity across the city. To do this we will:

- locate more services in localities to promote community capacity building; and
- engage partners, the voluntary community sector, People Board, residents and communities to coordinate resources.

Partners across all sectors are committed to improving the quality of life in our communities and creating the conditions in which the city can thrive. This means listening to communities to understand their needs and aspirations, and engaging residents in making a difference to the places they know best. Above all, it means moving beyond the traditional service delivery role to enable local communities to have the ability to influence and steer their own future.

We are seeking to create the conditions that will motivate and empower communities to come together to tackle local challenges, take ownership of change, and help shape the places in which they live. Our intention is to drive a different way of working that achieves a better balance between service delivery and capacity building, encouraging and supporting people to take more responsibility for their own welfare and the welfare of others.

At its heart, the Community Resilience Plan is about enabling a transition to greater independence so that communities become more self-sufficient and less reliant on the public sector in the longer term. We recognise that in order to achieve this ambition, consideration will first need to be given to how we can best support our communities to manage the significant challenges they are facing today. Immediate and coordinated action is needed to mitigate the negative impact of economic recession, welfare reform and reduced public spending in the city.

The Community Resilience Plan has been developed to galvanise the energies and resources of local organisations to respond to these issues in an integrated and focused way, whilst ensuring our actions are directed towards growing capacity rather than creating or sustaining dependency. Although challenging, we believe that the changing environment offers an opportunity to fundamentally review and improve the way organisations engage with communities. Part of this will involve understanding and being responsive not only to local needs but also to community strengths and exploring how these can be better harnessed to help address the challenges faced.
By engaging and developing the existing resources and capabilities of our communities, we can support people to take greater control of their lives to bring about better outcomes that matter to them, their families and communities.

Community Leadership is practiced through Area Arrangements with the work of five Area Committees and their supporting People and Place Boards.

The Area Committees comprise all elected Members from the area’s Wards and work closely with council officers, partners and the area’s Voluntary and Community Sector Network.

The role of the Area Committees is to:

- identify the main priorities that reflect the biggest needs in the area;
- monitor the quality and effectiveness of services delivered by the council and other main providers in the area;
- develop efficient and effective solutions to local area priorities as well as supporting citywide issues; and
- encourage local communities to become involved in decision making on matters which affect them.

The supporting People and Place Boards are practical, action-orientated panels working to deliver on the priorities set by the Area Committee in order to develop and shape services that address need at an area level.
The city’s innovative Work Discovery programme is designed to improve the employability skills of Sunderland’s young people. In 2015 the project brought approximately 2,000 young people and 70 businesses together.
Future Council

Our track record in achieving transformational change is strong. We are strengthening the role and capacity of elected members as community leaders and the focus of the council to drive change and improvement in the city.

Between 2010 and 2020, we will have needed to save potentially £324m as a result of Government funding cuts and cost pressures, which will inevitably impact on our ability to deliver vital services to our communities. We have cut our back office functions with plans to further cut to a bare minimum. Our workforce has significantly reduced and there will be further reductions. We know that we cannot deliver on responsibilities and expectations within current ways of working.

However, we also believe we have a critically important role to contribute to the future welfare and prosperity of our communities. We are the only democratically elected body which has a universal view and interest in all matters affecting and impacting upon Sunderland. We are the city’s main champion and Community Leader.

New ways of working, delivering services and collaboration

Our approach to the future council is based on five principles:

1. Collaborative Partnership Working

Creating the conditions for success through collaborative partnership working, taking a ‘one Sunderland’ approach to our core functions, that supports the City Vision and harnesses the collective contributions of our partners through the key Boards (Economic Leadership, Education Leadership, Health and Wellbeing, Cultural and Safer Sunderland) in the city.

2. Delivering in New and Different Ways

Redesigning our services or moving them out of the council so they are delivered in new and different ways. We have already started this journey with Care & Support, and the leisure joint venture Active Sunderland.

3. Shaping, Facilitating and Enabling Services

Focusing on our Community Leadership role and commissioning, shifting from delivery to shaping, facilitating and enabling services.

4. Intelligence Led

Using an intelligence-based approach to ensure we have a sound evidence base for our commissioning decisions and effective commissioning arrangements.

5. Impact Focused

Making sure the council remains as effective and efficient as possible so we can test that we are continuing to do absolutely the best job we can against a financial landscape that will continue to get more challenging.
New Wear Crossing

The new bridge will be a three span cable-stayed construction with an A-frame pylon rising to 105m (344ft), with two lanes of traffic in each direction, plus dedicated cycleways and footpaths along its full length. It is scheduled to open in spring 2018.
Vantec

Vantec Europe Ltd provides warehousing and distribution services for Nissan and Infiniti and their key suppliers. Vantec currently employs around 1,000 people at three Sunderland premises totalling 1 million sq ft.
We have identified a set of interventions and opportunities that we can apply or take advantage of. These effectively comprise a toolkit to support the delivery of the Key Priorities in this Plan.

**Sunderland toolkit**

- **Collaborative approach**
  Deeper engagement and partnership working that evolves into collaborative commissioning at scale. And integrated delivery mechanisms that enable real changes in outcomes that residents, communities and businesses can be part of shaping.

- **Whole-system thinking**
  Recognising the contribution that all partners make to the delivery of high quality services by putting residents, communities and businesses at the centre of service provision, and responding to their needs through positive working across organisational boundaries that develops local solutions to local concerns.

- **City leadership**
  Providing strong and visionary leadership to ensure that the city and its residents, communities and businesses can seize every available opportunity for a better future.

- **Co-operative Council**
  Acting ethically in all our decision making and actions while adhering to and actively promoting the co-operative values of self-help, self-responsibility, democracy, equality, equity and solidarity.

- **Devolution agenda**
  Reviewing and re-focusing strategies and delivery with partners to take into account opportunities from devolution to bring more jobs, economic growth, skills, employment and health to Sunderland. Devolving responsibility to the local and neighbourhood level in Sunderland through engagement, partnership working and volunteering, so that people can do more for themselves.

- **Using our powers**
  Using the powers available to us to work in new ways, and develop new service models and partnerships which yield positive outcomes and change and builds greater economic growth and resilience in local communities.

**Intelligence service**

Sharing, integrating and analysing data and information as intelligence to plan and organise services more effectively and support partnership working. Helping make resources go further and creating outcomes that make a lasting difference, are safe and meet local need.
• Transformation programme
Transforming how the organisation is arranged and operates to deliver on our agreed priorities, create and establish alternative methods of service delivery and reduce operating costs.

• Being more commercial
Becoming more innovative and entrepreneurial to support vital services and minimise the impact of government cuts and spending pressures on the city, its residents, communities and businesses.

• Performance management
Measuring, monitoring and reporting our performance to take action in response to what we see, to improve opportunities and outcomes for local residents, communities and businesses.

• Behaviour change
Tackling the challenges facing Sunderland, its residents and communities by developing ideas that help people do the right thing. Using insight into people’s everyday lives to create and deploy interventions that make it easier for people to act.

• Key Cities
We are a founding member of the Key Cities group comprising 22 of England’s mid-sized cities, with a GVA of £124 billion and a population of 6.8m when combined.

Key Cities provides a unified voice to help create more vibrant cities which compete across Europe and the World for business and growth. By working collaboratively, Key Cities can present a wide variety of attractive offers to investors to secure investment on a global scale.
The twin resorts of Roker and Seaburn stretch along 2.5km of the city’s coastline. As well as popular year-round family attractions, the resorts host the Sunderland International Airshow, sporting events and the Sunderland Live Music Festival.