

Revenue Budget
2016/2017
and
Capital Programme
2015/16 to 2019/2020

**SUNDERLAND CITY COUNCIL
REVENUE ESTIMATES 2016/2017**

GENERAL SUMMARY

Revised Estimate 2015/16 £		Estimate 2016/17 £
7,793,753	Leader	7,426,786
5,527,508	Deputy Leader	5,492,915
6,680,736	Cabinet Secretary	6,177,814
65,688,728	Children's Services	69,447,377
69,136,049	Health, Housing and Adult Services	75,765,990
11,815,133	Public Health, Wellness and Culture	9,273,198
43,464,520	City Services	39,978,666
4,946,747	Responsive Services and Customer Care	4,706,973
6,157,638	Provision for Contingencies	5,121,000
	Capital Financing Costs	
570,000	- Revenue Contributions to Capital Programme	570,000
26,796,000	- Debt Charges	19,740,000
(300,000)	- Interest on balances	(300,000)
(1,000,000)	- Interest on Airport long term loan notes	(1,000,000)
	Transfer to/(from)Reserves	
(3,212,000)	- Use of One off Resources	(5,590,000)
1,426,047	- Safety Net Reserve	1,426,047
0	- Use of Safety Net Reserve	(3,350,000)
(5,600,000)	- Reserves released to support budget	0
(20,723,945)	Technical Adjustments: IAS19 and Reversal of Capital Charges	(20,793,035)
<u>219,166,914</u>		<u>214,093,731</u>
	LEVIES	
16,660,344	North East Combined Authority Transport Levy	16,117,638
209,788	Environment Agency	214,855
<u>63,357</u>	North East Inshore Fisheries Conservation Authority	<u>63,357</u>
<u>16,933,489</u>		<u>16,395,850</u>
	Less Grants	
(2,829,196)	Section 31 Grants – Business Rates	(2,359,204)
(989,259)	Council Tax Freeze Grant 2015/2016	0
(3,171,447)	New Homes Bonus	(4,367,055)
(251,533)	New Homes Bonus Redistributed Amount	(179,892)
(24,851)	Lead Local Flood Authorities	0
(13,781)	Inshore Fisheries Conservation Authority	(13,781)
<u>228,820,336</u>	TOTAL NET EXPENDITURE	<u>223,569,649</u>
0	Less: (Use of)/Addition to Balances	0
<u>228,820,336</u>	LOCAL BUDGET REQUIREMENT	<u>223,569,649</u>
55,121	Hetton Town Council	58,882
<u>228,875,457</u>	TOTAL BUDGET REQUIREMENT	<u>223,628,531</u>
	Deduct Grants etc.	
69,895,129	Revenue Support Grant	57,230,480
44,216,054	National Non Domestic Rates/Retained Business Rates	44,288,349
35,947,638	Top up Grant	36,247,201
500,000	Collection Fund Surplus - Council Tax	2,500,000
<u>150,558,821</u>		<u>140,266,030</u>
<u>78,316,636</u>	LOCAL COUNCIL TAX REQUIREMENT INCLUDING PARISH PRECEPT	<u>83,362,501</u>
<u>78,273,360</u>	LOCAL COUNCIL TAX REQUIREMENT EXCLUDING PARISH PRECEPT	<u>83,315,464</u>

SUNDERLAND CITY COUNCIL

CONTINGENCIES 2016/2017

	£m
Pay and Cost Pressures	3.406
General Contingency	0.500
Economic Downturn	1.045
Inward Investment	0.300
Winter Maintenance	0.300
Port Dredging	0.220
General Review of Management Arrangements	(0.650)
Total Contingency	5.121

STATEMENT OF GENERAL BALANCES

	£m
Balances as at 31st March 2015	7.570
Use / Addition to Balances 2015/2016	0
Use of Balances 2015/2016	
- Contribution to Revenue Budget	(8.812)
Addition to Balances 2015/2016	
- Transfer from Strategic investment reserve to support the budget over the medium term	3.212
- Reserves Released to Support the Revenue Budget	5.600
Estimated Balances 31st March 2016	7.570
Use of Balances 2016/2017	
- Contribution to Revenue Budget	(8.940)
Addition to Balances 2016/2017	
- Transfer from Strategic Investment reserve to support the budget over the medium term	5.590
- Transfer from Safety Net Reserve to support the budget over the medium term	3.350
Estimated Balances 31st March 2017	7.570

**REVENUE BUDGET 2016/2017
LEADER**

ROLES AND RESPONSIBILITIES

The Leader Portfolio provides Executive leadership to the council on all matters and particularly all major strategic, corporate and cross-cutting, reputational and commercially sensitive issues and the Budget and Capital Programme. The Portfolio also provides community leadership for partners, residents and other interests in order to improve the quality of life and satisfaction in the City. The Portfolio coordinates and apportions the roles and responsibilities on Executive Members. The Portfolio is also responsible in ensuring that the Council's approach to economic, social and physical regeneration of the City is integrated, enabling and effective.

The Portfolio has specific responsibility for the following activities and functions:

- Strategic and policy overview
- Communications, Reputation and Influencing
- Strategic economic development and Inward Investment
- Strategic partnerships
- Sunderland Way of Working and strategic improvement programmes
- International Strategy and Programmes
- Regional and sub-regional governance
- Housing Strategy
- Environmental Policy
- Carbon Management
- Seafront Strategy

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Office of the Chief Executive				
1	HoCLP	0	Community Leadership Programme	0
2	DoCA&C	0	Corporate Affairs and Communications	0
3	ACE	0	Corporate and Strategic Management	0
4	ACE	657,508	Local Enterprise Partnership	714,465
5	ACE	0	Local Strategic Partnership	0
6	HoS&P	404,430	Strategy, Policy and Performance Management	281,564
7	HTCT	0	Transformational Change Team	0
		<u>1,061,938</u>	Total Office of the Chief Executive	<u>996,029</u>
Commercial Development				
8	EDoCD	0	Commercial Development	0
9	HoLG	3,983,210	Democratic Core	3,942,949
		<u>3,983,210</u>	Total Commercial Development	<u>3,942,949</u>
Enterprise Development				
10	HoBI	2,748,605	Business and Investment	2,487,808
		<u>2,748,605</u>	Total Enterprise Development	<u>2,487,808</u>
		<u>7,793,753</u>	TOTAL BUDGET	<u>7,426,786</u>

REVENUE BUDGET 2016/2017 LEADER

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In addition to the corporate and cross cutting budget reductions that the portfolio is leading on, in 2016/2017 savings of £1.565m are anticipated with plans being implemented in the following areas:

Strategic Support Services

Significant savings continue to be delivered through reductions in back-office support. Savings for these services at individual budget lines are masked by the impact of recharging the net costs to their client service areas.

- Recognising that the council will need a different sort of Corporate Affairs and Communications service to reflect its smaller size and its changed role of being more of a facilitating and enabling commissioner of services, the service will be reorganised to deliver a differently engineered service. Posts and responsibilities will also be devolved to other directorates in readiness and in support of moving to alternative delivery models.
- Policy and Partnership will become a small multi-functional team working collaboratively with partners and sourcing external expertise if needed.
- Transformational Change will focus on supporting 2020 future council requirements, focusing resource on high value / high risk priorities and, therefore, no longer supporting low value / low risk activity.

Economic Development

The external grants programme will see a phased reduction through to 2018/2019 that will allow existing commitments to be maintained as far as possible. Growth in income targets recognises continuing the excellent performance of the Evolve Business Centre and further development of occupancy rates at Software Centre.

A key focus of the Portfolio continues to be the delivery of economic regeneration including the physical development of the city centre, in order to revitalise and regenerate these locations and attract new investment. Infrastructure works around Keel Square and St Mary's Way are now complete and work on High Street West is progressing. These will support the growth of the city centre as a whole as will the development of Sunderland Station. The new Sunderland College campus to be located in the City Centre will help to make the City Centre a busier and more vibrant place. Outside the city centre, the City Deal will enable the development of an International Advanced manufacturing Park predicted over time to attract £300m of private sector investment and create 5,200 new jobs. Improvements to the A19 will help facilitate this development.

All opportunities to maximise the potential benefits of the Region's devolution agenda and delivery mechanisms will be explored to ensure that these benefit people and businesses in the City.

Underpinning the Council wide approach to improvement is a programme of activity based around the Council's Community Leadership approach which is led by this Portfolio.

The Council's Community Leadership Programme is a key enabler of wider transformation within the Council. During 2015/16 it also intensified its focus upon city leadership. Promoted as 'All together Sunderland' this next generation of community leadership has identified priorities of critical importance to the future health and prosperity of Sunderland which must be approached in a more collaborative manner if progress and improvement is to be achieved.

All together Sunderland also operates at more 'operational' levels, engaging with communities and encouraging them to take greater responsibility for identifying and acting upon important local priorities, exploring means of achieving improvements in management of demand and encouraging partners to understand and use their existing assets together in new ways.

Operation of decentralised and devolved services through area arrangements continues and work is underway to increase the range and extent of services to be included within this so that more services become more responsive to the needs of our communities.

Within the Council the core elements of Community Leadership continue to operate and evolve in order to engage Councillors and Officers who support them in preparing for the evolution in their community leadership role which will be necessary to cope with the fast changing circumstances within which the Council operates. Existing support services have been refreshed and a new intake of ten Members was inducted after May elections. Further work is planned to improve the effectiveness of the Council's representation on outside bodies.

**REVENUE BUDGET 2016/2017
LEADER**

Our approach to Community Leadership has strengthened the Council's position within influential national networks including Key Cities and the Co-operative Council's innovation Network and is helping to influence the emerging agenda of the Combined Authority.

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
HoBI	Head of Business Investment
DoCA&C	Director of Corporate Affairs and Communications
EDoCD	Executive Director of Commercial Development
HoCLP	Head of Community Leadership Programmes
HoS&P	Head of Strategy and Performance
HoLG	Head of Law and Governance
HTCT	Head of Transformational Change Team

**REVENUE BUDGET 2016/2017
DEPUTY LEADER**

ROLES AND RESPONSIBILITIES

The Deputy Leader 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 following Portfolios:

- City Services
- Responsive Service and Customer Care

The Deputy Leader Portfolio has overall responsibility for the efficient, coordinated management and use of the Council's human and ICT resources.

The Portfolio has specific responsibility for the following activities and functions:

- Corporate human resource matters
- Corporate apprenticeships
- Corporate ICT matters
- E-government Champion, Digital Challenge and e-inclusion
- Law and Governance services
- Transactional shared services
- Elections
- Equality and diversity
- Scrutiny liaison

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Office of the Chief Executive				
1	HoC&CM	0	Administration and PA Support	0
2	HoCSD	2,120,926	Benefits Payments	2,120,926
3	HoCSD	680,384	Benefits Administration	730,053
4	AHoFM	1,287,810	Council Tax and Business Rates Administration	1,292,084
5	HoES	813,693	Electoral Services	797,889
6	ACE	225,215	Equalities and Integration	151,294
7	HoCSD	0	ICT	0
8	DoHR&OD	0	Strategic and Operational HR	0
9	AHoFM	0	Transactional Finance	0
		5,128,028	Total Office of the Chief Executive	5,092,246
Commercial Development				
10	HoLG	0	Governance Services	0
11	HoLG	(54,950)	Information Governance	(57,110)
12	HoLG	0	Legal Services	0
		(54,950)	Total Commercial Development	(57,110)
People Services				
13	HoC&CM	454,430	Welfare Reform	457,779
		454,430	Total People Services	457,779
		5,527,508	TOTAL BUDGET	5,492,915

**REVENUE BUDGET 2016/2017
DEPUTY LEADER**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2016/2017 £1.948m of savings are anticipated with plans being implemented in the following areas:

Strategic Support Services

Significant savings continue to be delivered through reductions in back-office support. Savings are masked in these support services by the impact of recharging the net costs to their client service areas.

- The Business Support service is being reconfigured to reflect the requirements of the future council. A full service review will improve processes, deliver lower cost, manage demand and increase self-service and reduce the service catalogue.
- The broad focus for ICT is on managing the relationship with the Intelligence and ICT partners (and other commissioned capacity or capability) with the ability to trade and, therefore, serve the core council and wider system of public to private enterprise. The service is developing and implementing a new operating model that ensures the council has a robust and fit for purpose ICT service.
- Within Strategic and Operational HR, the proposal is to build on the existing income generation capacity of the service with the establishment during early 2016/2017 of an expanded alternative delivery model. In addition to increased income generation, capacity will also be reduced in the service.
- Transactional Services will operate at reduced capacity by improving the efficiency of service.
- As front-line service delivery changes, Legal Services will continue to review the level of resource required. While some areas of activity are expected to reduce once alternative business structures are in place and operating, demands for legal support in other areas may remain at current levels as clients continue to seek support in respect of mandatory functions and / or in respect of business development proposals. Only formal Cabinet, Council, committee etc. meetings will be serviced by the “core” democratic services team with effect from April 2016. The level of resource required in respect of these areas and for making and recording decisions will need to reflect any changes in decision making processes within the Council.

A significant element of the councils savings plans are dependent upon implementation of workforce planning arrangements which continue to be implemented and are being led by this Portfolio.

The Portfolio continues to robustly monitor and manage risks associated with Business Rates and Council Tax income levels given their significance within current funding arrangements for Local Government.

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
AHoFM	Assistant Head of Financial Management
DoHR&OD	Director of Human Resources and Organisational Development
HoES	Head of Electoral Services
HoCSD	Head of Customer Service Development
HoC&CM	Head of Commissioning and Change Management
HoLG	Head of Law and Governance

**REVENUE BUDGET 2016/2017
CABINET SECRETARY**

ROLES AND RESPONSIBILITIES

The Cabinet Secretary 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
- Adult Social Care and Housing

The Cabinet Secretary Portfolio has overall responsibility for the efficient, coordinated management and use of all of the Council's financial resources and assets

The Portfolio has specific responsibility for the following activities and functions:

- Budgetary and financial affairs
- Strategic management of council land and buildings
- Port of Sunderland
- Strategic Procurement Champion
- Efficiency Champion
- Risk Management Champion
- Performance management
- Emergency Planning
- Strategic cultural developments

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Office of the Chief Executive				
1	HCAP	0	Audit, Risk and Assurance	0
2	HoFM	4,047,504	Corporate Management	3,728,010
3	HoFM	0	Financial Resources	0
4	HCAP	0	Procurement	0
5	AHoFM	178,019	Strategic External Funding Unit	191,859
6	HoFM	468,575	Non Distributable Costs	350,093
		<u>4,694,098</u>	Total Office of the Chief Executive	<u>4,269,962</u>
Commercial Development				
7	DSM	0	Asset Management	0
8	HoPR	39,399	Building Control	(113,478)
9	HSS	201,446	Civil Contingencies	205,941
10	HoPR	132,256	Development Control	57,621
11	EVM	(436,149)	Miscellaneous Land, Property and Industrial Estates	(269,876)
12	EVM	2,301,351	Planning Implementation	2,360,438
13	DSM	0	Repairs and Renewals	0
14	EVM	(130,862)	Retail Market	(137,716)
15	HSS	179,197	Security Services	164,922
		<u>2,286,638</u>	Total Commercial Development	<u>2,267,852</u>
Enterprise Development				
16	PD	(300,000)	Port of Sunderland	(360,000)
		<u>(300,000)</u>	Total Enterprise Development	<u>(360,000)</u>
		<u>6,680,736</u>	TOTAL BUDGET	<u>6,177,814</u>

**REVENUE BUDGET 2016/2017
CABINET SECRETARY**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and to provide services in the most effective way possible. In addition to the corporate and cross cutting budget reductions that the portfolio is leading on, £1.112m savings are anticipated in 2016/2017 with plans being implemented in the following areas:

Strategic Support Services

Significant savings have already been delivered through reductions in back-office support. Savings are masked in these support services by the impact of recharging the net costs to their client service areas.

- Reduced Audit, Risk and Assurance and Project Support will focus activity on high risk areas whilst there will be a continuation of the shared service arrangements that have worked successfully with South Tyneside for claims handling.
- Financial Services will be reviewed and reconfigured to reflect the reducing customer base (e.g. Leisure JV) and released capacity. The redesign will utilise the most efficient solutions with a risk-based focus.
- There will be an increased use of national and regional contracts with a review of arrangements to provide Procurement support to commissioners and managers. This will increase focus on contract management and remove support for smaller procurements.

Within Asset Management, reductions will be delivered by reviewing arrangements and responsibilities for asbestos management, electricity at work, water hygiene etc. and through the independent review of assets that will inform the future direction of property assets and income earning opportunities post LABV.

Income will be increased through a more proactive approach to engaging developers at the pre-application stage in planning, and expanding the geographical coverage of building control through partnership arrangements. It is proposed to create a Major development team from existing staff that will focus on attracting business via the pre-application process so that strategic and major developments in the city can be effectively project managed through the use of Planning Performance Agreements.

The phased reduction of Security Services up to 2020 will see the service ceasing with park and cemetery opening and closing in 2016/2017. This will create an open park policy 24/7 and remove the park wardens at Barnes Park, Mowbray Park and the mobile service, with security requirements for events paid for by the event organiser. Communities in the vicinity of parks will be given the option to open and close park gates if they consider it a priority.

The balance of trade at the Port will improve through the reduction of operating costs and increase in income primed by investments made in port infrastructure and preparing sites within the estate for development.

The Portfolio continues to explore wider commercial opportunities for the council that will assist with the economic regeneration and prosperity of the city. The Council formed a Local Asset Backed Vehicle (Siglion) with Carillion (Maple Oak) Ltd in November 2014. Igloo Regeneration Limited will provide development management and strategic asset management services to Siglion. Siglion's early development focus will be on developing the three priority regeneration sites of the former Vaux brewery, Chapelgarth and Seaburn as well as managing the investment property portfolio. The former Vaux brewery site will be predominantly an office-led development with construction planned to start mid 2016 with completion by the end of 2017. This will add impetus to the regeneration of the city centre. Chapelgarth is a mixed density residential development and Seaburn a mixed leisure and residential development which will improve the attractiveness of the area as a visitor destination. Consultation with residents and business continues in respect of the sites as the development proposals are progressed.

The Portfolio will also continue to assist in maximising external income and developing opportunities for alternative service delivery across the Council.

The government have announced funding levels for 2016/2017 and indicative data through to 2019/2020. Current plans to eliminate the public sector spending deficit by 2018/2019 and run a budget surplus means it is clear that public sector and local government funding will continue to be under sustained significant cuts.

**REVENUE BUDGET 2016/2017
CABINET SECRETARY**

However, there remains significant uncertainty due to the proposed changes to the way Local Government is funded with 100% rates retention and the proposed cessation of Revenue Support Grant during this Parliament. The impact of the proposed changes to the local government funding system will be critical to understanding the future sustainability of services within Sunderland. All opportunities will be taken to influence government thinking in this regard.

It is clear that funding of local government over the medium term will be subject to significant change both in terms of sustained reduced funding from central government and the shift towards local self-sufficiency. It is clear that significant cuts are likely to continue. This Portfolio will be instrumental in responding to the challenges this raises.

In addition the impact of the global and national economies continues to be monitored. The medium term financial strategy will be continually updated as details emerge.

PORTFOLIO GLOSSARY

DSM	Design Services Manager
HoPR	Head of Planning and Regeneration
HSS	Head of Security Services
EVM	Estates and Valuation Manager
HCAP	Head of Corporate Assurance and Procurement
HoFM	Head of Financial Management
AHoFM	Assistant Head of Financial Management
PD	Port Director

**REVENUE BUDGET 2016/2017
CHILDRENS SERVICES**

ROLES AND RESPONSIBILITIES

The Children's Services Portfolio provides leadership to improve the life chances of children and young people in the city. The portfolio is responsible for leading the city's response to education, skills and training issues and opportunities in order to promote economic and social regeneration.

The portfolio has specific responsibility for the following activities and functions:

- Children's Trust
- Corporate Parenting
- Protecting children, young people and families from harm
- Safeguarding and Securing the wellbeing of children, young people and families
- Promoting good health and health awareness in children and young people
- Reduction of child and family poverty
- School renewal and improvement programmes
- Developing the potential of children and young people through education, training, personal development and preparation for working life
- Promoting the development of skills and capacity which will enable children, young people and families to support and benefit from the city's continuing economic development.

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
People Services				
Educational Attainment and Lifelong Learning				
1	HoEA&LL	125,643,725	Individual Schools Budget	125,606,333
2	HoEA&LL	(123,298,283)	School Grants - Education Funding Agency	(123,251,985)
3	HoEA&LL	5,880,385	Retained Activity-Schools and Learning	5,529,224
4	HoEA&LL	2,915,049	School Support and Intervention	2,792,521
5	HoEA&LL	4,008,238	Special Educational Needs	4,124,227
6	HoEA&LL	397,271	Derwent Hill Trading Operations	408,221
7	HoEA&LL	185,667	Hub Connexions – Trading Operations	104,143
		15,732,052	Total Educational Attainment and Lifelong Learning	15,312,684
Children's Safeguarding				
8	HoCS	23,712,688	Children Looked After Strategy	26,643,509
9	HoCS	2,018,805	Disabled Children	1,943,127
10	HoCS	10,283,677	Children's Social Work	12,467,555
11	HoCS	1,650,964	Youth Offending Service	1,733,776
12	HoCS	168,587	Sunderland Safeguarding Children's Board	204,746
13	HoCS	658,193	Independent Reviews	687,927
		38,492,914	Total Children's Safeguarding	43,680,640
14	HoC&FW	11,413,595	Locality Based Working	10,403,181
15	HoC&FW	231,168	Parent Partnership	236,940
16	HoC&FW	(181,001)	Health and Well Being	(186,068)
		11,463,762	Total Community and Family Wellbeing	10,454,053
		65,688,728	TOTAL BUDGET	69,447,377

REVENUE BUDGET 2016/2017 CHILDRENS SERVICES

PROPOSALS FOR INVESTMENT AND ADDRESSING BUDGET REDUCTIONS

Following the Ofsted inspection of Early Help, Safeguarding and services for Looked after Children there is a “direction” which requires that the statutory safeguarding function moves to a Trust. Discussions are ongoing as to which of the wider Children’s Services outside of the safeguarding function would usefully transfer. The strategy for the next 5 years will focus on improving safeguarding services whilst bringing the budget back into line and delivering efficiencies by reducing the number of Looked after Children and changing service delivery in other areas.

Children’s Services proposals for 2016/2017 are consistent with the Safeguarding Improvement Plan. Provision has been included in the 2016/2017 budget in respect of the continued demand pressures in relation to Safeguarding and Looked after Placements reflecting the latest improvement plan requirements. Budget reductions of £2.703m are anticipated in 2016/2017 through the portfolio’s savings strategy. Plans are being implemented in respect of the following key strands of business:

Children remaining in the care of the Family

Review of integrated services working directly with children and families whilst children remain in the family. The review will look at the points of intervention with families across a range of services and consider areas of duplication or where better integrated working would offer better outcomes for the family. It will be based on a single assessment of need and a better coordinated response to identified needs and will provide the basis for greater multi-agency integrated working in the future.

Children Looked After

Plans are in place to review, develop and implement a more localised offer to respond to both the increases in older children and the number of external placements. A root and branch review will be carried out of our needs and the options that exist with an emphasis on developing a more local offer that meets the diverse needs that are presented. The review will involve engaging with staff and children and also looking at best practice elsewhere.

Statutory Education Function

A review of the statutory role of the Local Authority in Education will be undertaken alongside national consultation in 2016, recognising the greater autonomy of schools and the importance of brokering effective partnerships between schools to effect school improvement.

PORTFOLIO GLOSSARY

HoEA&LL	Head of Educational Attainment and Lifelong Learning
HoCS	Head of Children’s Safeguarding
HoC&FW	Head of Community and Family Wellbeing

**REVENUE BUDGET 2016/2017
HEALTH, HOUSING AND ADULT SERVICES**

ROLES AND RESPONSIBILITIES

The Health, Housing and Adult Services portfolio provides leadership and support for the council and its partners in securing the social and health care of all adults.

The Portfolio has specific responsibility for the following activities and functions:

- Adult social care services
- Strategic partnership with the health community of Sunderland
- Mental health commissioning
- Supporting people including people with disabilities
- Supporting carers
- Promotion of Decent Homes and good housing standards in private sector housing
- Specialist housing support services and provision
- Housing renewal
- Strategic relationships with Registered Social Landlords and private sector housing providers
- Homelessness and Housing Advice.

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Commercial Development				
1	EVM	572,605	Housing and Neighbourhood Renewal	551,174
		<u>572,605</u>	Total Commercial Development	<u>551,174</u>
People Services				
2	HoHSC	826,581	Access to Housing	843,947
3	HoHSC	1,408,565	Housing Related Support	1,439,620
4	HoP	66,328,298	Adult Social Care, including Older People, People with Physical, Learning and Mental Health Disabilities	72,931,249
5	HoSC	0	Strategic Commissioning	0
		<u>68,563,444</u>	Total People Services	<u>75,214,816</u>
		<u>69,136,049</u>	TOTAL BUDGET	<u>75,765,990</u>

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The proposals for 2016/2017 are consistent with the People Services Directorate Plan on a page Themes which cover the 3 year period 2014/2015 to 2016/2017 and specifically the priorities to deliver integrated locality services and supporting independence through building individual and community resilience and improving access to appropriate housing options. Budget reductions of £5.012m are anticipated in 2016/2017 through the portfolio's savings strategy. Plans are being implemented in respect of the following key strands of business:

Adult Social Care will focus even more on the strategic commissioning of services and external delivery models. The principle for delivery of adult social care is to improve outcomes for vulnerable residents by:

- Delivering against the requirements of the Care Act;
- Prevention and reablement;
- Extending and considering a wider range of housing options with residential care as the least preferred option in most cases; and
- Meeting assessed need in the most cost-effective way.

As the majority of services for adult social care are currently commissioned, these arrangements will be reviewed to continue to ensure services are commissioned in the most cost-effective way and unit costs are minimised. Within the area of assessment and review where alternative service delivery models (ASDMs) are currently being developed with partners.

**REVENUE BUDGET 2016/2017
HEALTH, HOUSING AND ADULT SERVICES**

PORTFOLIO GLOSSARY

EVM	Estates and Valuation Manager
HoP	Head of Personalisation
HoSC	Head of Strategic Commissioning
HoHSCL	Head of Housing Support and Community Learning

**REVENUE BUDGET 2016/2017
PUBLIC HEALTH, WELLNESS AND CULTURE**

ROLES AND RESPONSIBILITIES

The Public Health, Wellness and Culture Portfolio leads partners to achieve improvements in public health, health awareness and wellness in the city. The portfolio has responsibility to develop and promote the cultural strategy and initiatives.

The Portfolio has specific responsibility for the following activities and functions:

- Promotion of Public Health and Wellness
- Effective transition of public health responsibilities to the City Council
- Transformational approach to the achievement of improved health and wellbeing outcomes
- WHO EuroHealthy City Network
- Health awareness
- Healthy lifestyles
- Healthy environment
- Sports and Wellness initiatives and facilities
- Tourism, Resorts and Events

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Office of the Chief Executive				
1	HCLP	947,956	Events	1,075,649
2	DoCA&C	68,019	Tourism	43,752
3	DoPH	0	Public Health	0
		<u>1,015,975</u>	Total Office of the Chief Executive	<u>1,119,401</u>
People Services				
4	HoHSCL	646,619	Arts and Creative Development	689,003
5	HoHSCL	844,832	Community Sports and Physical Activity Development	785,873
6	HoHSCL	87,036	Grants to Community Projects and Miscellaneous Contributions	60,892
7	HoHSCL	172,167	Heritage	180,805
8	HoEA&LL	3,410,041	Libraries	3,384,236
9	HoHSCL	2,213,057	Museums and Archives Service	2,020,435
10	HoHSCL	178,820	Resorts	173,446
11	COOPS	1,970,081	Sport and Leisure Facilities	0
12	HoHSCL	1,276,505	Theatre	859,107
		<u>10,799,158</u>	Total People Services	<u>8,153,797</u>
		<u>11,815,133</u>	TOTAL BUDGET	<u>9,273,198</u>

**REVENUE BUDGET 2016/2017
PUBLIC HEALTH, WELLNESS AND CULTURE**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2016/2017 £1.161m savings are anticipated and these assume negotiating with partners to reduce historical financial support and a reduction in the Museum offer. During 2016/17 a business case will be produced, determining the future Cultural Offer and what is achievable through alternative arrangements with significantly reduced future Council funding. The aim is to recognise the benefits on both the local economy and the wellbeing of residents from the Cultural Offer and to ensure the maximum cultural offer that is achievable within a significantly reduced resource is in place. This is likely to lead to a change in current provision including increased charging.

In relation to Public Health, the proposed budget for 2016/2017 does not take into account any future proposed reductions to the Public Health Grant as the government have not yet announced funding levels for 2016/2017. In addition, the outcome of the recent consultation exercise 'Public Health Grant: Proposed Target Allocation Formula for 2016/2017' remains unknown. The impact of both announcements will be considered, once published, and reported appropriately.

PORTFOLIO GLOSSARY

DoCA&C	Director of Corporate Affairs and Communications
HCLP	Head of Community Leadership Programmes
DoPH	Director of Public Health
HoHSCL	Head of Housing Support and Community Learning
HoEA&LL	Head of Educational Attainment and Life Long Learning
COOPS	Chief Operating Officer People Services

REVENUE BUDGET 2016/2017 CITY SERVICES

ROLES AND RESPONSIBILITIES

The City Services Portfolio has responsibility for ensuring that the council and its partners succeed in making the city attractive and accessible for all. The Portfolio provides leadership for the council and its partners to ensure that the local environment is well managed and meets customer expectations.

The portfolio has specific responsibility for the following activities and functions:

- Management of Place
- Neighbourhood environmental services and street scene
- Highways, traffic and transportation
- Highways maintenance
- Strategic transport
- Parking and road safety
- Facilities management
- Registrars, cemeteries and crematoria
- Play Provision and urban games
- Grounds and building maintenance
- Waste Management including strategy, refuse collection and recycling
- Coastal Protection
- Seafront management
- Licensing, licensing regulation and Controlled Drinking Zones
- Trading Standards
- Public and environmental health

**REVENUE BUDGET 2016/2017
CITY SERVICES**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Office of the Chief Executive				
1	HCAP	0	Building Cleaning	0
2	HCAP	0	Civic Catering	0
3	HCAP	0	Civic Centre Management	0
4	HCAP	0	Facilities Management	0
5	HCAP	242,720	Public Conveniences	255,618
6	HCAP	(85,495)	School Meals	(263,572)
		<u>157,225</u>	Total Office of the Chief Executive	<u>(7,954)</u>
Commercial Development				
7	COOP	(959,776)	Bereavement	(1,147,399)
8	DSM	(77,254)	Building Services	(84,567)
9	COOP	0	Contract and Compliance	0
10	COOP	715,775	Coroner's Court	781,460
11	COOP	0	Depots	0
12	COOP	0	Fleet	0
13	COOP	6,884,461	Highways and Transportation	6,549,848
14	COOP	2,833,685	Network and Traffic Management	2,788,387
15	COOP	593,482	Parking Services	394,451
16	COOP	1,593,922	Public Protection and Regulatory Services	1,381,808
17	COOP	207,662	Registrars	200,922
18	COOP	8,758,344	Responsive Local Services	6,562,960
19	COOP	6,621,056	Street Lighting	6,825,157
20	COOP	5,911,014	Waste Collection and Recycling	5,363,234
21	COOP	10,224,924	Waste Disposal	10,370,359
		<u>43,307,295</u>	Total Commercial Development	<u>39,986,620</u>
		<u>43,464,520</u>	TOTAL BUDGET	<u>39,978,666</u>

REVENUE BUDGET 2016/2017 CITY SERVICES

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2016/2017 £5.511m savings are anticipated with plans being implemented in the following areas:

Within Bereavement services, contribution to reductions will continue through annual increases in the fees for burial and cremation and developing an improved range of options for memorialisation services available to residents to purchase. The future focus of the service will be around improving operational efficiency, income and service to users.

The Fleet and Transport review will continue to capture further efficiencies as the council reduces in size over the next 5 years. The service will work with other areas to maximise vehicle reductions as part of planned service configurations. A procurement options review of the maintenance workshops is underway to identify the most efficient method of service delivery.

The revenue element of the highways budget funds day to day reactive maintenance only and intervention levels will be reviewed further. A range of proposals will be phased in up to 2020 including in relation to the generation of additional income through a more proactive approach to working with developers to support the design and delivery of highways improvements and a risk-based review of the non-statutory School Crossing service leading to a reduction in road safety staff and part-time school crossing patrol staff where early savings could be made by removing existing provision at controlled crossings (zebra / signals) and through the use of traffic management measures (pedestrian controlled crossings and refuges) as appropriate. Reductions in 2016/2017 will come from the implementation of a wider review of the Infrastructure and Transportation function and the integration of roles, responsibilities and structures.

Reductions will be delivered through the expansion of measures in the Parking plan. Specific measures include appropriate annual increases in parking tariffs commensurate with neighbouring authorities equivalent to 10p per annum, charging for a number of car parks that are currently free, increasing the number of on-street parking bays, increasing the cost of staff parking permits and increasing the charge for parking waivers.

Within Public Protection and Regulatory Services, savings will be made through integrating the statutory housing, environmental health and licensing functions into the broader protection structure and embedding the housing renewal function into the new planning and regeneration service with a renewed focus on developing and delivering broader housing strategy. Staff will continue to work within their specialism, but will also maintain core competence in other areas in order to provide resilience although the overall reduction in staff numbers will require a concentration on matters affecting broad sectors of the populace and a diminished response with regard to issues impacting upon smaller groups.

Registrar's fees will be reviewed and increased in line with regional trends projected to be around 5% per annum.

A new delivery model is proposed for responsive Local Services whereby citywide assets are identified with the Portfolio Holder and a revised maintenance programme designed and costed from a new schedule of rates for a range of standards for cleansing, grounds maintenance etc. The remainder of the RLS budget will be available for Area influence, with a balanced and transparent mechanism determining the budget available across the five Areas. Each Area will keep an Area Response Manager and rapid response team and the pattern of service provision for cleansing, grounds maintenance etc., affordable from the remaining Area budget, will be co-produced by officers and Area Place Boards using the new schedule of rates on an annual basis. This will set the pattern of services for the core commission, the performance of which will be reviewed quarterly. Area Committees will have the choice to 'top-up' the core commission from Area budget or supplement it by commissioning from other organisations.

The cost of waste disposal will be reduced by encouraging the public to cut the amount of waste they produce and divert as much as possible into the blue recycling bin. This approach will use secured funding to deliver a planned programme of targeted incentives and marketing whilst, at the same time, recycling will be included in the trade waste offer. Planning assumptions reflect an annual 1% reduction in domestic waste.

The portfolio continues to work closely with the successful school meals consortium to ensure a high quality schools service is provided at low cost. This close working relationship has enabled a smooth transition of the impact of the free school meal for nursery and primary school children.

**REVENUE BUDGET 2016/2017
CITY SERVICES**

PORTFOLIO GLOSSARY

HCAP	Head of Corporate Assurance and Procurement
DSM	Design Services Manager
COOP	Chief Operating Officer - Place

**REVENUE BUDGET 2016/2017
RESPONSIVE SERVICES AND CUSTOMER CARE**

ROLES AND RESPONSIBILITIES

The Responsive Services and Customer Care Portfolio champions improvement in the responsiveness of services to local needs and customer feedback. The Portfolio provides leadership for the continuing development of area arrangements as a principal means of improving the relevance of services to local communities and circumstances. The Portfolio has responsibility for championing the continuing improvement of customer care policy and practice. The Portfolio is also responsible for developing the community's capacity to engage in the shaping, delivery and review of services and their neighbourhoods and provides leadership for the Council and its partners in order to make Sunderland a safer City.

The Portfolio has specific responsibility for the following activities and functions:

- Responsive Local Service Area Committees
- Area Committees, Partnerships and Area Boards
- Local Area Plans
- Area Budgets including the Community Chest
- Customer care policy and practice
- Contact Centre and Customer Services Network including Customer Services Centres
- Community development
- Adult and community learning
- Section 17 responsibilities
- Safer Sunderland Partnership
- Anti-social behaviour
- Drugs awareness, prevention and treatment
- Local multi-Agency Problem Solving Groups (LMAPS)
- Community Resilience

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2015/2016 £		Estimate 2016/2017 £
Office of the Chief Executive				
1	HoS&AA	1,897,295	Area Arrangements	1,642,437
2	HCAP	172,596	Area Facilities	175,382
3	HoCSD	0	Customer Service Network	0
4	HoCSD	511,112	Intelligence Hub	533,335
5	HoS&P	310,772	Safer Communities	298,088
6	HoS&AA	1,676,666	Strategic Initiative Budget / Community Chest Grant	1,676,666
		<u>4,568,441</u>	Total Office of the Chief Executive	<u>4,325,908</u>
People Services				
7	HoEA&LL	11,876	Family, Adult and Community Learning	5,243
8	HoHSCL	358,801	Anti-Social Behaviour	359,932
9	HoP	7,629	Drug Awareness, Prevention and Treatment	15,890
		<u>378,306</u>	Total People Services	<u>381,065</u>
		<u>4,946,747</u>	TOTAL BUDGET	<u>4,706,973</u>

REVENUE BUDGET 2016/2017 RESPONSIVE SERVICES AND CUSTOMER CARE

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2016/2017 £0.278m savings are anticipated with plans being implemented in the following areas:

Customer Services Network

The enabling role the Portfolio undertakes remains central to the strategy of delivering improved services for lower cost. Options to introduce more efficient and cost effective access to services, resolve demand at the earliest opportunity and absorb additional demand without increased headcount will continue to be delivered by the Customer Services Network, although there is no specific target reduction.

Intelligence Hub

The portfolio has been concentrating on developing an intelligence approach across the council and with partners to ensure need is being met and outcomes are being achieved. A number of early adopter projects, such as Strengthening Families and Flood Management, are already demonstrating early successes in terms of using data and information to better target resources, improve service delivery and inform decision making.

The work supports the delivery of efficiencies across the Council with the implementation of the intelligence approach now delivering more refined, quicker and cheaper ways of gathering and presenting data which is providing a better evidence base to inform decision making, more efficient ways of working, reduced levels of demand and better targeting of resources. This is enabling the delivery of savings through reduced staffing levels whilst maintaining high quality, targeted services. This work continues at a pace.

Area Arrangements

The Portfolio continues to embed as a way of working the Area Committees and Board roles in influencing the design, delivery, review and commissioning of public services at a local level. Critical to this is the on-going development of the communities' capacity to engage in the shaping, delivery, review and provision of public services through these newly introduced area arrangements, ensuring that elected members can effectively influence and shape at both a city level (and in the wider context) as well as at a locality level. Significant effort continues to be placed on developing Elected Members in a local area partnership context, engaging and understanding their communities better, developing their understanding and relationships with key partner organisations and influencing decisions on what and how is delivered within their communities.

Recognising the major budget pressures facing the council, reviewing the democratic decision making model in line with Future Council 2020 thinking to ensure robust and effective governance arrangements are in place including SIB/Community Chest grants, integrating appropriate Member Support Functions into the one service grouping to rationalise ways of working and staffing structures.

PORTFOLIO GLOSSARY

HoCSD	Head of Customer Service Development
HoS&AA	Head of Scrutiny and Area Arrangements
HCAP	Head of Corporate Assurance and Procurement
HoS&P	Head of Strategy and Performance
HoHSCL	Head of Housing Support and Community Learning
HoP	Head of Personalisation
HoEA&LL	Head of Educational Attainment and Life Long Learning

CAPITAL PROGRAMME

Summary of Programme 2015/16 to 2019/20

Expenditure by Portfolio	Gross Cost £'000	Expend. to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Leader	130,536	29,676	27,845	42,576	27,439	1,500	1,500
Deputy Leader	14,437	9,756	1,360	2,321	1,000		
Cabinet Secretary	31,913	16,561	8,965	3,427	1,470	1,190	300
Children's	22,496	4,388	5,030	8,218	4,860		
Health, Housing & Adult Services	16,979	9,199	5,597	2,183			
Public Health, Wellness & Culture	15,768	9,909	5,184	375		300	
City Services	238,872	34,625	54,960	63,185	49,648	26,825	9,629
Responsive Services & Customer Care	3,649	2,349	1,300				
Contingencies	7,855		3,335		4,520		
TOTAL CAPITAL EXPENDITURE	482,505	116,463	113,576	122,285	88,937	29,815	11,429

CAPITAL PROGRAMME

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Loans					
Prudential Borrowing	36,812	38,738	44,431	3,750	3,800
Salix	900	3,520			
Government Grants					
DoH - Grants General	309				
DoH - ICT Grant	8				
DfE - School's Condition Grant	2,382	2,067	3,593		
DfE - Basic Need Grant	1,277	484	789		
DfE - SF Schools DFC Grant	872	931	478		
DfE - 2 Year Old Offer	137	186			
DfE - Short Breaks	29				
DfT - Local Transport Plan (LTP)	4,912	4,637	4,545		
DfT - S31 Transport Grant	33,129	34,482	14,910		
DfT - Local Sustainable Transport Fund (LSTF)	392	408			
Growing Places Fund Grant	2,632				
Regional Growth Fund (RGF)	1,845				
Local Pinch Point (LPP)	607				
Coast Protection	424	1,050	128		54
English Partnership /SHIP	214				
BIG Coastal Communities Fund	160	161			
Government Grants General	34				
Local Growth Fund (LGF)	1,592	16,258	7,800	24,400	7,200
Universal Free School Meals	86				
Department of Energy and Climate Change (DECC)	80				
Better Care Fund Grant	2,660				
Grants from Other Public Bodies					
Lottery - Heritage Lottery Fund (HLF)	1,218	1,355	4,715		
ERDF	3,485	2,169	1,831		
Homes and Communities Association (HCA)	647				
Nexus LTP	36	32	32		
Arts Council	258				
Other External Funding					
Schools Governors Contribution		100			
Homes and Communities Association (HCA)	339				
Capital Contributions General	686	30			
Total External Sources	98,162	106,608	83,252	28,150	11,054
FROM INTERNAL SOURCES					
Revenue Contributions					
General Fund	270				
Strategic Initiative Budget	116				
Directorate	305				
Reserves					
Strategic Investment Reserve	1,194	2,171	2,305	375	375
Strategic Investment Plan Reserve	442	3,403	2,140		
Unutilised RCCO Reserve	1,427	363			
Capital Priorities Reserve	3,198	709		300	
Stadium Park Transfer Reserve	1,152				
HCA Cycleways Reserve	9				
Rainton Bridge Reserve		193			
SAP Development Reserve	39				
Digital Challenge Reserve	494				
Working Neighbourhoods Reserve	884	1,711	100	100	
Modernisation Reserve	165	835			
New Homes Bonus Reserve	409	582			
S106 Reserve	1,121	113			
Port Reserve	280				
Other Reserves	556				
Commercial & Development Reserve		1,500			
Capital Receipts	3,353	4,097	1,140	890	
Total Internal Sources	15,414	15,677	5,685	1,665	375
TOTAL FINANCING	113,576	122,285	88,937	29,815	11,429

LEADER CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Leader capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Facilitating and supporting public and private sector regeneration schemes and developments.
- Improving the connectivity between key regeneration sites and creating a high quality public realm to stimulate further investment.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Strategic Land and Property Acquisitions Provision has enabled further physical regeneration in the City. Properties previously acquired in Nile Street have now been demolished and cleared in current year to provide comprehensive development sites as part of the Joint Venture with Homes and Community Agency for the regeneration Central Sunnyside. The former Littlewoods property on Commercial Road in Sunderland has been acquired and demolition is currently being undertaken and this will enable further development of the Port of Sunderland, provide scope for future service area operational and private sector requirements.
- Former Vaux Site Advance Site Works - Completion of the advance works on the Vaux site readying it for development as the City's new central business district.
- Keel Line – Viewing Platform Feasibility Study – The feasibility study to complete the Keel Line with a viewing platform overlooking the river Wear has been completed. The design and construction of the Viewing Platform/Promontory is currently being taken forward by Siglion, and the current planning application for the site includes the Platform in outline.
- St Mary's Boulevard & Keel Square – Has created a better access to the Vaux site and is a component part of the Sunderland Strategic Transport Corridor through the realignment of St Mary's Boulevard enabling the creation of a key public space at Keel Square improving the attraction of the City Centre and creating greater vibrancy.
- New Sunderland College Contribution – The Council has contributed towards the Sunderland College City Centre Campus proposal which continues the regeneration of the City Centre and enables the development of a new flagship base which will run courses for 2,000 students that will be supported by 120 staff and allow public access to its facilities, the college is due to open September 2016.
- Industrial Portfolio Improvement Works at Rainton Bridge – Improvement works to Council owned buildings including a 50,000sq.ft. extension of the existing TRW automotive plant and specialist refit of the existing premises and external roof refurbishment were completed in November 2015. An extension to Unit 11 (Lear) was completed in 2015.

KEY MEDIUM TERM PRIORITIES

- To provide leadership to the Council on all major strategic, corporate and cross-cutting themes.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

In developing and delivering measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Identifying and maximizing external match funding opportunities where applicable.
- Alternative funding and delivery methods.
- Efficiencies through improved procurement techniques and monitoring arrangements.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- A19 Ultra Low Carbon Enterprise Zone – Significant progress has been made at the Enterprise Zone during 2015. Three separate planning applications for a multi-phase scheme of highway improvements to enhance accessibility in and around the area have been submitted and approved. The first phase of these works is due to be completed in March 2016; however the link road which enabled a 40,500 Sq m logistics facility for Vantec Europe Ltd at the Hillthorn Business Park site was completed ahead of programme in December 2015. Works on the remaining phases are scheduled to commence in 2016.
- Sunderland Railway Station Contribution – work with Nexus and Network Rail to complete the detailed design and redevelopment of the above ground concourse to Sunderland Station.

LEADER CAPITAL PROGRAMME

- Railway Station Public Realm – Linked to the Sunderland Station project works will be delivered to improve the public realm around the station. This project will be delivered in parallel with the redevelopment of the station.
- Investment Corridors – Current projects being undertaken under Round 1 will deliver landscaping to Sunnyside Gap sites, upgrades to High Street West over two phases either side of Keel Square, restoration of Town Park, crossing upgrades to St Michael's Way to improve access to and from the University.
- City Deal Development – Preparation and submission of an Area Action Plan to meet planning policy requirements and submission of a Development Consent Order is required to secure planning permission. Potential land acquisitions, preparatory and investigatory works are also to be undertaken.
- Strategic Land and Property Acquisitions Provision – Further acquisitions are to be completed which are considered to be a strategic importance.
- Beacon of Light Contribution - The SAFC Foundation of Light is continuing to progress with its Funding Strategy and has already secured several million pounds for the project. Further funding applications are being progressed. The Foundation secured full planning consent for the project in 2015. Following completion of the funding package by the SAFC Foundation of Light, it is proposed to start development in Spring 2016.
- Heat Network - Energy Masterplan & Feasibility Assessment (DECC) – the Sunderland Heat Map will provide a city-wide understanding of current and future heats demands, offering an important evidence base for the Council and partners to develop appropriate solutions for improved energy management and the energy infrastructure requirements for key strategic sites. Procurement is expected to commence early 2016.
- Vaux Phase 1 – The project is the first phase of development on the Vaux Site. The funding will be used to contribute to the construction of the first building which will provide a lettable business space predominantly for growing SMEs as well as start-ups along with strategic infrastructure including roads, utilities, parking, landscape, public realm and external works.
- Public Realm – former Crowtree Road Leisure Centre – As part of the redevelopment of this site for retail use works will be undertaken to create a public space to the north of the site and landscaping works above the car park that will provide an improved link to Town Park.

New Starts

- A19 Ultra Low Carbon Enterprise Zone - Following completion of phase 1a of the project and the further development of the requirements in relation to Phase 1b and 2, a further £3m further investment is required to deliver the required outcomes.. The investment to date has helped secure the inward investment from Vantec for their new facility.
- Investment Corridor Round 2 - The programme of infrastructure investment within the City Centre seeks to improve the city centre environment, connect new and existing assets, integrate the University 'City Campus' within the city centre; and align to those areas in the City Centre with the greatest public and private sector investment potential. This second round of Investment Corridors will enable the on-going delivery of the objectives of the Sunderland Economic Masterplan. Round 2 infrastructure investment will target Park Lane, Holmeside and Waterloo Place. The scheme will link the City Centre gateways of Park Lane Interchange and Sunderland Station (supporting its future redevelopment) to major destinations such as the Bridges Shopping centre and new Sunderland College City Centre Campus. The investment will also support existing businesses and encourage private sector investment into the area, including the Holmeside site.
- Minster Quarter Access Road - Provision of a new access road through the police station site to the Minster Quarter Area. This will assist with the wider regeneration of the area.
- Strategic Land Acquisitions - Further acquisitions of land and buildings which are considered to be a strategic importance and would contribute towards the Council's regeneration priorities for the City.

**LEADER
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	72,674	29,676	25,253	15,711	2,034		
Projects Commencing 2015/16	32,162		2,592	18,415	11,155		
Projects Commencing 2016/17	25,700			8,450	14,250	1,500	1,500
Projects Commencing 2017/18							
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	130,536	29,676	27,845	42,576	27,439	1,500	1,500

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Loans					
Prudential Borrowing	15,678	23,099	24,358	1,500	1,500
Government Grants					
Growing Places Fund Grant	2,632				
Local Growth Fund (LGF)	1,592	15,158			
Department of Energy and Climate Change (DECC)	80				
Grants from Other Public Bodies					
ERDF	3,035	2,169	1,831		
Other External Funding					
Homes and Communities Association (HCA)	339				
Capital Contributions General	551				
Total External Sources	23,907	40,426	26,189	1,500	1,500
FROM INTERNAL SOURCES					
Reserves					
Strategic Investment Reserve	339	150	1,000		
Unutilised RCCO Reserve	100				
Capital Priorities Reserve	3,040				
Working Neighbourhoods Reserve	400				
New Homes Bonus Reserve	59				
Commercial & Development Reserve		1,500			
Capital Receipts		500	250		
Total Internal Sources	3,938	2,150	1,250		
TOTAL FINANCING	27,845	42,576	27,439	1,500	1,500

**LEADER
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Continuing Projects									
Strategic Economic Development									
CP0126	Former Vaux Site Advance Site Works	F Serajian	1,466	1,127	339				
CP0136	A19 Ultra Low Carbon Enterprise Zone	F Serajian	21,000	1,419	12,581	6,230	770		
CP0127	Strategic Land and Property Acquisition Provision	N Wood	6,659	3,839	2,820				
CP0137	Sunderland Railway Station Contribution	N Wood	3,000		100	2,900			
CP0138	St Mary's Boulevard & Keel Square	F Serajian	12,581	12,169	412				
CP0139	Investment Corridors	D Hattle	4,000	972	500	1,264	1,264		
CP0208	Beacon of Light Contribution	D Hattle	3,000	500	500	2,000			
CP0198	New Sunderland College Contribution	N Wood	3,000		3,000				
Business Investment									
CP0203	Energy Masterplan & Feasibility Assessment (DECC)	V Taylor	120		120				
Strategic Improvement Programmes									
CP0132	Smarter Working	F Serajian	3,081	3,038	43				
CP0191	Industrial Portfolio Improvement Works	F Serajian	9,767	6,322	3,445				
Strategic Economic Development									
CP0142	City Deal	V Taylor	5,000	290	1,393	3,317			
TOTAL CONTINUING PROJECTS			72,674	29,676	25,253	15,711	2,034		
Projects Commencing 2015/16									
Strategic Economic Development									
CP0235	Inward Investment	D Lewin	400		400				
CP0266	Vaux Phase 1	L Clark	25,412		1,592	12,915	10,905		
Strategic Improvement Programmes									
CP0127	Strategic Land and Property Acquisition Provision	N Wood	4,000		500	3,500			
CP0221	Railway Station Public Realm	N Wood	750			500	250		
CP0238	Keel Line - Viewing Platform Feasibility Study	F Serajian	100		100				
CP0264	Public Realm - former Crowtree Road Leisure Centre	N Wood	1,500			1,500			
TOTAL PROJECTS COMMENCING 2015/16			32,162		2,592	18,415	11,155		
Projects Commencing 2016/17									
Strategic Economic Development									
CP0136	A19 Ultra Low Carbon Enterprise Zone	F Serajian	3,000				3,000		
CP0287	Investment Corridor Round 2	D Hattle	5,800			550	2,250	1,500	1,500
CP0288	Minster Quarter Access Road	N Wood	1,500				1,500		
CP0127	Strategic Land and Property Acquisition Provision	N Wood	15,400			7,900	7,500		
TOTAL PROJECTS COMMENCING 2016/17			25,700			8,450	14,250	1,500	1,500
TOTAL CAPITAL PROGRAMME			130,536	29,676	27,845	42,576	27,439	1,500	1,500

DEPUTY LEADER CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Deputy Leader capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Continuing to provide and develop the infrastructure that supports the delivery of services and the Council's improvement priorities.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Digital Challenge – the completed roll out of superfast broadband across the city via the sub regional Digital Durham Programme.

KEY MEDIUM TERM PRIORITIES

- Supporting the Council's Transformation Programme and delivering the ICT work stream.
- Improving the resilience of the ICT infrastructure.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- The programme contributes to value for money and efficiencies by underpinning the Council's Transformation Programme and providing a secure and flexible ICT environment.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Corporate Computing Model Phase 1 & 2 - Completion of final remedial actions in relation to the roll out of the virtual desk top across the Council.
- Electronic Document Management System - The introduction of work flow, version control, storage and classification of documents and records. This will reduce the reliance on paper documentation, improve the ability for employees to work from any location and improve Information Governance through the correct classification and control of documentation. The system will also support secure data exchange and collaboration between the Council and its partners.
- Network Upgrade - A rolling programme to upgrade the power back up systems (UPS) of essential network equipment. The UPS devices protect the Council's core network and telephony equipment from power outages and power surges.
- IT Developments - A programme of activities to improve underlying ICT infrastructure that will enable efficiencies within the Council to be achieved and help services to meet necessary budget reductions.
- Wider Network Upgrade - This relates to the migration of our Wide Area Network connections to Superfast Broadband technology.
- Edit Core Infrastructure – A programme of activities to improve underlying ICT infrastructure to schools.
- ICT Modernisation Programme – The technology partner procurement will deliver an alternative approach to ICT and will result in a series of proposals relating to the transformation of the existing ICT estate which will set out any essential areas of investment required to return the necessary improvements and cost savings.
- Revenue and Benefit System – to invest in customer self-service options in relation to Revenues and Benefits Services. This will enable residents and landlords to access information and request services / report changes via the Council's web-site resulting in greater convenience for customers and cost savings for the Council.

New Starts

- Refresh of Essential Core ICT Infrastructure - Investment in the refresh of network, security, connectivity and platform infrastructure is proposed to ensure the continued provision of essential digital / ICT solutions to assure the continued delivery of council services.

**DEPUTY LEADER
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	12,437	9,756	1,360	1,321			
Projects Commencing 2015/16							
Projects Commencing 2016/17	2,000			1,000	1,000		
Projects Commencing 2017/18							
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	14,437	9,756	1,360	2,321	1,000		

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Government Grants					
DfE - Basic Need Grant	95				
Total External Sources	95				
FROM INTERNAL SOURCES					
Reserves					
Strategic Investment Reserve	248	317			
Strategic Investment Plan Reserve	48	1,030	1,000		
Unutilised RCCO Reserve	45	112			
SAP Development Reserve	39				
Digital Challenge Reserve	494				
Modernisation Reserve	165	835			
Other Reserves	48				
Capital Receipts	178	27			
Total Internal Sources	1,265	2,321	1,000		
TOTAL FINANCING	1,360	2,321	1,000		

**DEPUTY LEADER
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Continuing Projects								
CP0115	Digital Challenge	L St Louis	3,575	3,081	494				
CP0117	Revenue and Benefits system Phase 2	L St Louis	400	322	48	30			
CP0119	Automated Court Bundle	E Waugh	12		12				
CP0120	Corporate Computing Model	L St Louis	5,935	5,870	65				
CP0121	Network Upgrade	L St Louis	30	13	17				
CP0123	Electronic Document Management	L St Louis	500		165	335			
CP0180	Corporate Computing Model Phase 2	L St Louis	143	127	16				
CP0181	IT Developments	L St Louis	683	322	361				
CP0192	Wider Network Upgrade	L St Louis	135	1	134				
CP0218	Edit Core Infrastructure	L St Louis	68	20	48				
CP0261	ICT Modernisation Programme	L St Louis	956			956			
TOTAL CONTINUING PROJECTS			12,437	9,756	1,360	1,321			
	Projects Commencing 2016/17								
CP0286	Refresh of Essential Core ICT Infrastructure	L St Louis	2,000			1,000	1,000		
TOTAL PROJECTS COMMENCING 2016/17			2,000			1,000	1,000		
TOTAL CAPITAL PROGRAMME			14,437	9,756	1,360	2,321	1,000		

CABINET SECRETARY CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Cabinet Secretary capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Managing the Council's asset disposal and acquisition a programme to stimulate regeneration and promote high quality development.
- Improving the public realm at key locations at City Centre and the seafront to increase footfall and spend.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Roker Pier and Lighthouse – The preservation and enhancement of this historic resource will generate greater footfall at the Seafront.
- Seafront – Marine Walk Masterplan Phase 2 - Continue the re-establishment of Roker / Seaburn as a destination through the provision of quality public realm in line with the Marine Walk Masterplan.
- Old North Pier Technical Investigation – The technical survey has been completed and the Old North Pier is safely fenced off.
- Provisions for Economic Development provides financial assistance and support in the form of grants for businesses to start up or grow through supporting investment in premises and equipment, linked to job creation. Statistics for the last full year of the programme (2014/15) have demonstrated that support was offered to 13 Companies, 6 of who were new businesses and 6 of who were existing. It was projected that this would create 11 new jobs. There were a further 12 grants made to companies in prior years. This financial support allows companies to set up or grow and also provides private sector leverage match funding.
- The Property Planned Capital Maintenance programme has seen investment in more major building improvements including renewal of windows, external joinery items and redecoration of Derwent Hill Outdoor Centre, renewal of the roof structure at Green Street Arcade, renewal of the boilers at the Washington Arts Centre, renewal of fencing at Doorstep Green, replacement of the lakeside jetties at Herrington Park, refurbishment of the Civic Centre transformers, renewal of the emergency lighting boilers and the uninterrupted power supply at the Central Museum, replacement fire alarm system at Leechmere, renewal of the hot water system at the Northern Area Playing Fields and additional footpath resurfacing at Houghton and Mere Knolls Cemeteries.
- RGF4 Business Grants – Through Regional Growth Fund round 4 external funding was secured for a limited time period only. The scheme ran from 3 April 2014 to 30 September 2015 and funding was awarded to Sunderland and South Tyneside Councils under the City Deal. The purpose of the Scheme was to support job creation and leveraging private sector investment. Sunderland City Council had a target of grant payments to be made which all has been paid helping to support in the creation of circa 190 new jobs in the area.
- Port Infrastructure - land remediation works and the creation of additional reinforced laydown areas have been created at Greenwell and Jubilee Quays. This package of works, match funded from the European Regional Development Fund (ERDF), provides the Port with increased commercially usable space and the ability to handle heavy load and out of gauge cargo and equipment.

KEY MEDIUM TERM PRIORITIES

- To act upon the outcomes of a comprehensive review of the Council's land and buildings assets undertaken in 2015/16, particularly the release of appropriate assets for public and private sector development.
- The Property Planned Maintenance programme is developed from condition survey data of the Council property portfolio and is designed to undertake works to the portfolio to prevent a catastrophic failure of a component and to replace items before they cause disruption to service delivery.
- Continued the regeneration of the seafront at Roker and Seaburn.
- Port infrastructure investment over recent years, has allowed the Port to diversify its commercial services into new market areas. The Port Board will consider future investment requirements in line with market demand and also the securing of longer term contracts, which will also will include securing inward investment opportunities on the Port estate.

CABINET SECRETARY CAPITAL PROGRAMME

- It has recently been confirmed that land at Port's Eastern Quay will be included as part of the North East's round 2 Enterprise Zone. The infrastructure requirements for the site are currently being reviewed to inform a programme of works.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- Financial assistance is awarded on a basis whereby 100% of the capital investment has to be evidenced in order to claim up to 50% of the eligible costs. This leverages private sector investment on each grant. The grant is linked to job creation and the cost per job ratios which are used are known to be excellent value for money (the RGF4 business grants scheme has similar job costs and was externally evaluated as being excellent value for money).
- Investment in the property portfolio is essential to maintain the Council's assets and to protect the investment the Council has already made. Investment also ensures that the property meets its statutory requirements, protects the reputation of the Council and delivers buildings that are fit for purpose and attractive to visit and occupy.
- Identifying and maximizing external match funding opportunities where applicable.
- As part of the continued effort to sustain the improvement of the Port of Sunderland's trading position, investment in both infrastructure and equipment will continue to improve operational efficiencies, reduce plant and equipment hire costs and provide the necessary resources to enable the Port to better respond to spot market opportunities and those for the longer term.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- The Property Planned Capital Maintenance programme includes works to undertake the renewal of the Cap to Fulwell Mill, renew the emergency lighting system at Parsons Depot, refurbish Monkwearmouth railway bridge with the co-operation of network rail, undertake initial repairs to a property roof at Mercantile Road, external decoration to the conference centre at Derwent Hill and replace the emergency lighting system at West Branch Library.
- Low Water Corrosion / Riverside Repairs – Accelerated Low Water Corrosion is affecting riverside and coastal structures supporting footpaths and other infrastructure. The programme of assessment and repair has given a better understanding of their condition to allow measures to be planned and implemented to extend the life of the structures.
- Old Sunderland Townscape Heritage Initiative – This grant scheme is nearing completion, with the majority of restoration projects now complete.
- Roker Pier and Lighthouse – The lighthouse restoration works are largely complete. The new tunnel entrance will be constructed in 2016 allowing the tunnel and lighthouse to be opened up as a visitor attraction. The attraction will be managed by volunteers.
- Seafront – Marine Walk Masterplan Phase 3 – Design work for a new toilet block, carriageway modifications and further public realm works is nearing completion. Works will be undertaken in 2016.
- Seafront Lighthouses – A structural survey has been completed on Seaburn Lighthouse to inform the detail of the restoration works. A contractor will now be appointed to deliver these works in 2016. New railings and the restoration of railings on Roker Pier will take place in 2016.
- Seafront – CCF Round 3 – Detailed designs have been completed for infrastructure works to Cliffe Park and Recreation Park. The business support package and programme of events will continue to be delivered until the end of 2016.
- Provisions for Economic Developments – Grant support will continue to be provided for capital investment to new and growing companies within Sunderland along similar criteria to that which is currently provided. This is separate to any external funding which may be able to be secured.
- Port Forklift Trucks and Safety Boats – Additional forklift trucks are to be purchased on an invest-to-save basis. In addition safety boat vessels have been acquired to support the delivery of Port marine services to the New Wear Crossing project.
- Port Infrastructure – storage shed lighting improvements have been carried out and capital maintenance issues addressed throughout the Port to ensure a productive, health and safety compliant estate is maintained.
- Port Capital Equipment – plant & equipment purchase have been made on an invest to save basis, these include heavy load forklift trucks, tug master tractor units and loading shovels to mitigate hire charges and address availability issues. The purchase of an essential pilot cutter has also been necessary to replace the existing vessel which was at the end of its useful economic life.
- St Peters Public Realm – The phase one landscape improvements were complete in 2015. A second phase of improvements in 2016 will deliver highway improvements to improve the existing pedestrian links to the University and generally improve the physical environment.

**CABINET SECRETARY
CAPITAL PROGRAMME**

New Starts

- Port Infrastructure – Investment in Infrastructure, plant and equipment, is required in order to support the on-going operational requirements of the Port, including addressing minor plant/machinery investment, health and safety and general infrastructure requirements as they arise. Further investment requirements which will improve the Port's operation, support inward investment and commercial opportunities will be considered on an invest to save basis and external funding leveraged wherever possible.
- Seafront toilet refurbishment – It is proposed to fund the completion of a rolling programme of seafront toilet refurbishment, including improvements to the tram shelter toilets and Marine Walk north toilet block. This will improve facilities at the seafront for visitors.
- Property Planned Capital Maintenance – To help prevent the on-going degradation of the property portfolio it is proposed that additional resources are provided to address more urgent investment requirements, including health and safety matters as they arise.
- Energy Efficiency – Northumbrian Water Smart Metering Programme – Delivery of a partnership project with Northumbrian Water using new technology to remotely monitor and manage utilities consumption on an invest to save basis.
- City Centre Way Finding – The proposal would enable the creation and implementation of a standard and future proofed system for pedestrian navigation around the city centre which will be adopted by the Council and its partners. This will improve the appearance and visitor experience.
- Investment Corridor – MAC Trust Contribution – A contribution to the MAC Trust for the development of the former Dun Cow fire station to create a performing arts centre including auditorium is proposed. This is a contributor to the regeneration of the city centre. Grant funding is also being provided to the MAC Trust from the Heritage Lottery Fund and the Arts Council.

**CABINET SECRETARY
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	25,063	16,561	6,383	739	690	690	
Projects Commencing 2015/16	3,743		2,582	761	200	200	
Projects Commencing 2016/17	3,107			1,927	580	300	300
Projects Commencing 2017/18							
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	31,913	16,561	8,965	3,427	1,470	1,190	300

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Loans					
Prudential Borrowing	4,731	1,143	150		
Government Grants					
Regional Growth Fund RGF	296				
BIG Coastal Communities Fund	160	161			
Grants from Other Public Bodies					
Lottery - Heritage Lottery Fund (HLF)	583	5			
ERDF	450				
Other External Funding					
Capital Contributions General		30			
Total External Sources	6,220	1,339	150		
FROM INTERNAL SOURCES					
Revenue Contributions					
Strategic Initiative Budget	27				
Reserves					
Strategic Investment Reserve		855	430	300	300
Unutilised RCCO Reserve	428				
Rainton Bridge Reserve		193			
New Homes Bonus Reserve	74				
Port Reserve	280				
Capital Receipts	1,936	1,040	890	890	
Total Internal Sources	2,745	2,088	1,320	1,190	300
TOTAL FINANCING	8,965	3,427	1,470	1,190	300

**CABINET SECRETARY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
CP0145	Continuing Projects Port Port Infrastructure	M Hunt	5,886	4,901	985				
CP0096	Planning and Land Use Old Sunderland Townscape Heritage Initiative	N Wood	2,327	2,210	117				
CP0111	Seafront Roker Pier and Lighthouse	N Wood	1,948	1,359	540	49			
CP0100	Seafront - Marine Walk Masterplan Ph2	N Wood	4,397	3,652	745				
CP0144	Old North Pier Technical Investigation	M Jackson	150	68	82				
CP0103	Economic Development Grants Provision for Economic Development	T Hurst	5,002	1,468	1,464	690	690	690	
CP0244	RGF4 Business Grants	T Hurst	367	71	296				
CP0106	Management of Council Land and Buildings Property Planned Capital Maintenance	F Serajian	3,086	2,207	879				
CP0107	Low Water Corrosion / Riverside Repairs	M Jackson	200		200				
CP0051	Regeneration Projects St Peter's Public Realm (Wearmouth Jarrow)	N Wood	1,700	625	1,075				
TOTAL CONTINUING PROJECTS			25,063	16,561	6,383	739	690	690	
CP0234	Projects Commencing 2015/16 Port Port Infrastructure	M Hunt	300		300				
CP0250	Port Capital Equipment	M Hunt	420		420				
CP0265	Port Forklift Truck	M Hunt	200		200				
CP0267	Port Safety Boats	M Hunt	75		75				
CP0222	Seafront Seafront - Marine Walk Masterplan Ph3	N Wood	650		500	150			
CP0223	Seafront Lighthouses	N Wood	500		500				
CP0245	Seafront - CCF Round 3	N Wood	471		60	411			
CP0106	Management of Council Land and Buildings Property Planned Capital Maintenance	F Serajian	1,127		527	200	200	200	
TOTAL PROJECTS COMMENCING 2015/16			3,743		2,582	761	200	200	

**CABINET SECRETARY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
CP0145	Projects Commencing 2016/17 Port Infrastructure	M Hunt	1,000			250	250	250	250
CP0274	Seafront Seafront Toilet Refurbishment	N Wood	300			150	150		
CP0106 CP0272	Management of Council Land and Buildings Planned Property Capital Maintenance Energy Efficiency - Northumbrian Water Smart Metering Programme	F Serajian L Clark	877 130			747 130	130		
CP0273 CP0275	Regeneration Projects City Centre Way Finding Investment Corridors - MAC Trust Contribution	N Wood I Fairlamb	200 600			50 600	50	50	50
TOTAL PROJECTS COMMENCING 2016/17			3,107			1,927	580	300	300
TOTAL CAPITAL PROGRAMME			31,913	16,561	8,965	3,427	1,470	1,190	300

CHILDRENS SERVICES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Children's Services capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Ensuring the provision of effective and safe school settings and ensuring sufficient school places are locally available to meet the requirements of the population

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

Ongoing delivery of the Asset Management Strategy with capital works around roofing, window replacement, heating improvements, fire detection works, water hygiene improvements and health and safety issues addressed in a number of nursery, primary, secondary and special schools across the city.

- Increased numbers of primary pupil places capacity in North Sunderland following works at Castletown Primary School.
- Increased capacity for children on the Autistic Spectrum through the expansion of Columbia Grange Primary school and increased access to provision for children with physical disabilities through enabling and access works at Oxclose Primary Academy.
- Improvement to existing facilities to provide school meals at Mill Hill Primary School and Castletown Primary School and the installation of production kitchens at Grindon Infant School and Bernard Gilpin Primary School.
- Expansion of the New Build at Shiney Row Primary School from the planned 315 place school to a 420 place school to meet projected demand from current and future housing developments in the Coalfields area.
- Increased teaching area at South Hylton Primary to meet the needs of pupils currently accessing provision at the school.

KEY MEDIUM TERM PRIORITIES

- To continue to address the most pressing condition priorities, health and safety works and major capitalised repair works within the City's maintained Primary, Secondary and Special schools and maintained nurseries (as identified in the Children's Services and / or Capita Symonds Condition Surveys) as well as responding to any emerging priorities.
- To address pressure on school places across the city where existing places are identified as insufficient to meet demands.
- To ensure sufficient education capital contributions are sought from developments where the number of school aged children from new and proposed housing developments is projected to exceed the supply of local, available school places.
- To support schools in their use of the reducing level of devolved formula capital allocations to address the priorities identified in their own asset management plans.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- Effective commissioning arrangements ensure maximum cost efficiencies are made in works.
- Where possible capital investment is targeted towards refurbishment of existing facilities and redevelopment of former classrooms as opposed to new build and expansion.
- Continue to deliver a capital programme focused on energy efficiency and long term cost benefits (such as boiler and window replacement).

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Continuation of investment in local maintained and private daycare and nursery facilities in order to meet increased demand for nursery places from disadvantaged two year olds.
- Hetton School, Marlborough, Shiney Row Primary School and Hylton Castle will continue to expend remaining setting up allowances as they move in to their new builds. All schools are projected to be completed and occupied by September 2016.
- Kitchen Works at JFK Primary School to be completed resulting in the installation of a production kitchen on the school site.
- The expansion of Our Lady Queen of Peace is projected to be completed during October 2016. This will result in an additional 105 school places in the Coalfields area. Condition works are also required on the existing build to facilitate the expansion.

CHILDRENS SERVICES CAPITAL PROGRAMME

- Continuation of capital works to meet asset management works identified in 2015/2016.
- Children's and Adults Social Care Case Management System -To replace the current system in place being the V.270 System in order to support the transformation of services. A recent Ofsted inspection highlighted that the current system is overly complex and non-intuitive. The new system will extend access to the Social Care Case Management Tool to key partners in the City including our NHS Colleagues. A system which provides an Out of box' functionality that supports all national regulatory and statutory functions associated with Adults and Children's Social Care and supports the national movement towards integrated working with partners such as the NHS and local CCG's with the potential to provide a separate case management system for Children's and Adults.

New Starts

- New Capital works for 16/17 to continue to provide window replacements, heating improvements, roofing works, electrical and technical and urgent health and safety works across the City's maintained nursery, primary, secondary and special schools.
- Capital investment at Rickleton Primary – A programme to redevelop existing open teaching space at Rickleton Primary School has been identified following the completion of feasibility work. This will focus on the redevelopment of the Year 5 and 6 areas of the school and will result in increased class space and greater circulation. It is to be jointly funded with the Council with the School supporting the Project financially from their reserves.
- Social Care Mobile Technology – Purchase of tablets to support priorities identified in the Children's Safeguarding Improvement Plan.
- Children Social Care Homes - Acquisition and subsequent refurbishment of the children's social care homes would enable the Council to have greater strategic management control. The proposal would enable revenue savings of £90,000 per annum in rent charges to be delivered.
- Sunderland Youth Zone Contribution - A contribution of up to £3m towards the provision of a youth zone in an accessible city centre location (Holmeside) is proposed. The project is to be delivered by Onside.

**CHILDRENS SERVICES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	9,835	4,342	3,167	2,326			
Projects Commencing 2015/16	3,800	46	1,863	1,414	477		
Projects Commencing 2016/17	6,597			4,478	2,119		
Projects Commencing 2017/18	2,264				2,264		
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	22,496	4,388	5,030	8,218	4,860		

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Loans					
Prudential Borrowing		3,600			
Government Grants					
DfE - School's Condition Grant	2,382	2,067	3,593		
DfE - Basic Need Grant	1,182	484	789		
DfE - SF Schools DFC Grant	872	931	478		
DfE - 2 Year Old Offer	137	186			
DfE - Short Breaks	29				
Universal Free School Meals	86				
Other External Funding					
Schools Governors Contribution		100			
Total External Sources	4,688	7,368	4,860		
FROM INTERNAL SOURCES					
Reserves					
Unutilised RCCO Reserve	6				
Working Neighbourhoods Reserve		100			
S106 Reserve	336				
Capital Receipts					
		750			
Total Internal Sources	342	850			
TOTAL FINANCING	5,030	8,218	4,860		

**CHILDRENS SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Continuing Projects								
	DFC								
CP0085	Schools Devolved Capital	B Scanlon	4,118	3,252	866				
	Asset Management Projects								
	Major Asset management Projects								
CP0252	Our Lady Queen of The Peace - New Extensions plus External Works	B Scanlon	1,256	13	587	656			
	PSBP Asset Management Projects								
CP0259	Hetton School - Health & Safety Works	B Scanlon	84	62	7	15			
CP0259	Hylton Castle Primary - Health & Safety Works	B Scanlon	34	23	5	6			
CP0259	Hylton Castle Primary - Setting Up Allowance	B Scanlon	175		175				
CP0259	Shiney Row Primary - Setting Up Allowance	B Scanlon	175			175			
CP0259	Marlborough Primary - Setting Up Allowance	B Scanlon	175	111		64			
	Other Schools Asset Management Projects								
CP0212	School AMP - Primary	B Scanlon	690		690				
CP0211	School AMP - Nursery	B Scanlon	32		32				
CP0213	School AMP - Secondary	B Scanlon	107		107				
CP0258	Water Hygiene	B Scanlon	25		25				
CP0088	Schools Minor Works	B Scanlon	10		10				
CP0205	Access Equipment	B Scanlon	25		25				
CP0204	Asbestos Removal	B Scanlon	50		25	25			
CP0272	School's Condition Works	B Scanlon	944		21	923			
CP0260	School Asset Management Programmes - unallocated - Continuing Allocation	B Scanlon	6			6			
	Other Children Services Projects								
CP0089	Capita One V4 Upgrade	B Scanlon	185	179	6				
CP0092	Short Breaks Provision for Disabled Children	L Sahota	100	71	29				
CP0154	Two Year Old Offer	B Scanlon	597	274	137	186			
CP0190	Universal Infant Free School Meals	B Scanlon	1,047	357	420	270			
TOTAL CONTINUING PROJECTS			9,835	4,342	3,167	2,326			
	Projects Commencing 2015/16								
	DFC								
CP0085	Schools Devolved Capital	B Scanlon	478		25	453			
	Asset Management Projects								
CP0272	School's Condition Works	B Scanlon	271		194	77			
CP0260	School Asset Management Programmes - unallocated - 2015/2016 Allocation	B Scanlon	479			2	477		

**CHILDRENS SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Major Asset Management Projects									
CP0251	Columbia Grange School - New Extensions Plus External Works	B Scanlon	500	23	477				
CP0253	Castletown Primary - Internal Alterations & Improvements	B Scanlon	300	5	295				
CP0254	Grange Park Primary - Renew Boiler Plant	B Scanlon	103		103				
CP0255	Mill Hill Kitchen - Primary Gas Ventilation Improvements	B Scanlon	175		175				
CP0256	Mill Hill Primary - Window and Door Replacement	B Scanlon	176		176				
CP0257	South Hylton Primary - Provide New Teaching Area	B Scanlon	195	10	185				
PSBP Asset Management Projects									
CP0259	Hetton School - Setting Up Allowance	B Scanlon	325		200	125			
CP0259	Shiney Row Primary - Health & Safety Works	B Scanlon	17	8	2	7			
Other Schools Asset Management Projects									
CP0212	School AMP - Primary	B Scanlon	19		19				
CP0211	School AMP - Nursery	B Scanlon	5		5				
CP0213	School AMP - Secondary	B Scanlon	7		7				
Social Care									
CP0297	Children's and Adults Social Care Case Management System	N Revely	750			750			
TOTAL PROJECTS COMMENCING 2015/16			3,800	46	1,863	1,414	477		
Projects Commencing 2016/17 DFC									
CP0085	Schools Devolved Capital	B Scanlon	478			478			
Asset Management Projects									
CP0260	School Asset Management Programmes - unallocated - 2016/2017 Allocation	B Scanlon	2,119				2,119		
CP0271	Rickleton Primary Redevelopment	B Scanlon	300			300			
Social Care									
CP0291	Social Care Mobile Technology – Children's Services	F Brown	100			100			
CP0292	Children Social Care Homes	Dir Ch Svs	600			600			
Youth Provision									
CP0293	Sunderland Youth Zone Contribution	N Revely	3,000			3,000			
TOTAL PROJECTS COMMENCING 2016/17			6,597			4,478	2,119		
Projects Commencing 2017/18 Asset Management/DFC									
CP0260	School Asset Management Programmes - unallocated - 2017/2018 Allocation	B Scanlon	1,786				1,786		
CP0085	Schools Devolved Capital	B Scanlon	478				478		
TOTAL PROJECTS COMMENCING 2017/18			2,264				2,264		
TOTAL CAPITAL PROGRAMME			22,496	4,388	5,030	8,218	4,860		

HEALTH, HOUSING AND ADULT SERVICES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Health, Housing and Adults Services capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Continuing the delivery of the Council's area renewal programme.
- Continuing the delivery of the empty property programme.
- Working closely with all its partners as well as the loan administrator to ensure consistency of support for homeowners needing financial help to ensure their home is of a decent standard and apply the criteria outlined in the Financial Assistance Policy.
- Continuing the delivery of Disabled Facilities Grants.
- Delivering the objectives of Affordable Warmth Action Plan, compiled in conjunction with our strategic partners, that will focus on reducing fuel poverty and reducing the numbers of excess winter deaths

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Hetton Downs Regeneration – the unadopted road at Fairy Street has been brought up to an adoptable standard. The design for the proposed northern access road has commenced and aims to be completed by March 2016.
- Cluster of Empty Homes – 45 empty homes have been refurbished and have been reoccupied through HCA and Council New Homes Bonus Funding.
- 611 Disabled Facilities Grants have been awarded in 2014/2015 allowing much needed adaptations to be carried out to properties allowing people to remain in their homes
- Low Carbon Energy Sunderland Social Housing Project – 92 properties have been improved, funded by ERDF, in conjunction with Gentoo.

KEY MEDIUM TERM PRIORITIES

- Improving the quality and choice of affordable accommodation, with emphasis being placed upon Council Renewal Areas.
- Continue to improve the housing stock in terms of decency for habitation in the private housing sector particularly targeting standards in the private rented sector in line with the findings of the private sector housing stock condition survey 2014.
- Bring empty properties back into use

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- Empty homes are a wasted resource and attract some Council Tax discounts while they are empty for the initial period. Bringing them back to use provides much needed housing and can bring income into the Council via Council tax and New Homes Bonus.
- Safe and healthy homes prevent costly health care.
- Working in partnership with private landlords brings investment into the City.
- The Decent enables a number of homeowners to remain in their own homes and is therefore linked to health services and public health.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Hetton Downs Regeneration continues with the acquisition and demolition of properties at Maudlin Street and the design of the proposed northern access road.
- Hetton Downs (Fairy, Edward & Caroline Street) – the programme of financial assistance for Registered Providers for the acquisition and refurbishment of empty homes in Fairy, Edward and Caroline Streets in Hetton Downs has commenced and will continue in 2016/17.
- Cluster of Empty Homes – this scheme is almost complete with 41 homes refurbished. 4 will be completed in the first part of 2016/17.
- Empty Property Action Plan - Back on the Map has been provided funding to acquire and refurbish 5 empty properties to rehouse homeless families - four have been acquired to date with a fifth later this year and more next year (within budget). This is a loan repaid through rental income. Funding is provided for equity loans for owners of empty properties to refurbish them and bring them back into use. Properties brought back to use through use of Empty Dwelling Management Orders.
- Decent Homes linked to the Financial Assistance Policy – Loans continue to be made available to homeowners in Sunderland to enable their homes to meet the decent homes standard, which will achieve health and well-being

HEALTH, HOUSING AND ADULT SERVICES CAPITAL PROGRAMME

outcomes. The loans repaid by homeowners are re-invested back in to the scheme so are available for other potential homeowners in the future.

New Starts

- Building Based Modernisation for Adult Social Care - Investment into Adult Social Care physical assets is proposed to support improvement in services to these clients including intermediate, day care and short break centres. This is linked to the implementation of the SCAS Business Plan and delivery of up to £5m reductions to the Council over the next 2 years.
- Social Care Mobile Technology – Adult Services – Purchase of tablets to support integrated working and would support meeting the requirements of the Care Act.
- Bishopwearmouth Horticultural Nursery – Infrastructure upgrades enable the service to move to an alternate delivery model and to support the sustainability of this service, including parking facilities, office and kitchen improvements.

**HEALTH, HOUSING AND ADULT SERVICES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	11,473	9,199	1,654	620			
Projects Commencing 2015/16	4,018		3,943	75			
Projects Commencing 2016/17	1,488			1,488			
Projects Commencing 2017/18							
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	16,979	9,199	5,597	2,183			

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Government Grants					
DoH - Grants General	309				
DoH - ICT Grant	8				
English Partnership / SHIP	214				
Government Grants General	4				
Better Care Fund Grant	2,660				
Grants from Other Public Bodies					
Homes and Communities Association (HCA)	647				
Other External Funding					
Capital Contributions General	130				
Total External Sources	3,972				
FROM INTERNAL SOURCES					
Revenue Contributions					
General Fund	270				
Directorate	300				
Reserves					
Strategic Investment Reserve		123			
Strategic Investment Plan Reserve		1,256			
Working Neighbourhoods Reserve		109			
New Homes Bonus Reserve	276	582			
S106 Reserve	271	113			
Other Reserves	508				
Total Internal Sources	1,625	2,183			
TOTAL FINANCING	5,597	2,183			

**HEALTH, HOUSING AND ADULT SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Continuing Projects									
Adult Services									
CP0060	Swift Enhancements	G King	819	818	1				
CP0061	Managing Income	G King	22	13	9				
CP0063	Adults Information System	G King	50	44	6				
CP0079	Document Management System (Road Map)	G King	116	112	4				
CP0065	Private Sector Renewal Grants	A Caddick	300	292	8				
CP0066	Mobile Portal	G King	199	197	2				
CP0078	Minor Works (Improvements to Care and Support)	G King	154	142	12				
CP0241	Autism Innovation Grant	A Caddick	18	14	4				
Housing Services									
CP0072	Hetton Downs Regeneration	N Wood	8,008	7,155	853				
CP0077	Empty Property Action Plan	N Wood	387	117	201	69			
CP0083	Cluster of Empty Homes	N Wood	461	178	283				
CP0215	Hetton Downs (Fairy, Edward & Caroline Streets)	N Wood	939	117	271	551			
TOTAL CONTINUING PROJECTS			11,473	9,199	1,654	620			
Projects Commencing 2015/16									
CP0078	Minor Works (Improvements to Care and Support)	G King	270		270				
CP0080	Disabled Facilities Grants 2015/16	A Caddick	3,507		3,507				
CP0157	Re-enablement Services	G King	91		91				
CP0220	Decent Homes	A Caddick	150		75	75			
TOTAL PROJECTS COMMENCING 2015/16			4,018		3,943	75			
Projects Commencing 2016/17									
CP0294	Building Based Modernisation for Adult Social Care	G King	1,265			1,265			
CP0295	Social Care Mobile Technology – Adult's Services	F Brown	100			100			
CP0296	Bishopwearmouth Horticultural Nursery	G King	123			123			
TOTAL PROJECTS COMMENCING 2016/17			1,488			1,488			
TOTAL CAPITAL PROGRAMME			16,979	9,199	5,597	2,183			

PUBLIC HEALTH, WELLNESS AND CULTURE CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Public Health, Wellness and Culture capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Sourcing funding and establishing key partnerships to further develop the Council and city Active Sunderland approach and cultural offer to residents.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

Illuminations

- Seafront and City Centre Illuminations – The 2015 Illuminations far exceeded expectations in attracting over 350,000 people to the Seafront over its six weeks duration. On its launch date the Illuminations was ranked number one visitor attraction in the country by Visit England and brought an estimated additional £1.5m spend to the Seafront economy. Enhancements were made to City Centre Christmas lighting including new displays at Sunderland Minster and the projection of Christmas messages and images onto the Empire Fly Tower.

Other

- Leisure JV Investment – the leisure Joint venture commenced on June 1st 2015. Sports and Leisure Management Ltd. (everyone active) now manage and operate the Leisure Facilities on behalf of the Council. The investment is contributing towards capital developments and redevelopments at Sunderland Aquatic Centre, Raich Carter, Silksworth Tennis and Wellness Centre.
- Arts Centre Washington – Funded by Arts Council, England with a city council capital contribution, this funding has provided for improvements to Theatre including a much improved lighting and tracking system, replacement of flooring and seating and a new and much improved Box Office System. The temporary exhibition gallery has been refurbished and public toilets upgraded.
- Washington Leisure Centre - Phase one of the developments was completed on schedule in May 2015. Phase 2 (outdoor pitches, car park and footbridge) is due to be completed February 2016.
- The library Re-Design Scheme included structural improvement works carried out at the City Library, updated ICT provision in all libraries, the introduction of the e-book and e-audio book service and free public wi-fi access.

KEY MEDIUM TERM PRIORITIES

- To ensure that the Council's sporting and cultural assets are fit for purpose.
- To provide with partners activity, sporting and cultural facilities that increase uptake and provide opportunities for participation.
- Review of activity, sporting and cultural facilities that will meet the needs of the residents and visitors to Sunderland.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- Maximising external funding.
- Work with internal and external partners to improve community safety.
- Efficiencies will be achieved through improved procurement techniques and monitoring arrangements.
- Seafront Illuminations is working with Seafront communities of interest and other agencies to become self-sustaining in the medium term. It is exploring Invest to Save and wider income-generating opportunities which will generate income across the year and be of benefit to other major events such as Sunderland International Airshow and the Tall Ships Race.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Sunderland Illuminations (Seafront and City Centre) – planned investment in additional lighting, lighting features and attractions as well as related infrastructure will continue into 2016/17 in order to support expansion of the Sunderland Illuminations as it works towards financial sustainability. Council investment will also attract other inputs – financial and other - from public agencies and communities of interest along the Seafront.

**PUBLIC HEALTH, WELLNESS AND CULTURE
CAPITAL PROGRAMME**

Other

- Canny Space Project Contribution – Heritage Lottery Fund (HLF) Round One Funding secured. HLF Round Two bid currently in development for submission 2017
- Hylton Castle Redevelopment Phase1 Phase one now completed. Phase One funding supported the development of HLF round one key plans including a Conservation Plan, Business Plan, Marketing and Activity Plan, Interpretation Study and staffing costs to co-ordinate and submit a Round 2 Bid to HLF. A decision on the round 2 bid is expected early February2016.

New Starts

- Keel Square and Seafront Lighting - The commissioning of a lighting artist to design a colour scheme for the feature lights at Keel Square, Roker and Seaburn will maximise the benefits from the equipment.

**PUBLIC HEALTH, WELLNESS AND CULTURE
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	12,610	9,909	2,401			300	
Projects Commencing 2015/16	3,128		2,783	345			
Projects Commencing 2016/17	30			30			
Projects Commencing 2017/18							
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	15,768	9,909	5,184	375		300	

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Loans					
Prudential Borrowing	4,263				
Grants from Other Public Bodies					
Lottery - Heritage Lottery Fund (HLF)	20				
Arts Council	258				
Other External Funding					
Capital Contributions General	5				
Total External Sources	4,546				
FROM INTERNAL SOURCES					
Reserves					
Strategic Investment Reserve	210	200			
Strategic Investment Plan Reserve	100	145			
Capital Priorities Reserve	158			300	
Working Neighbourhoods Reserve	170	30			
Total Internal Sources	638	375		300	
TOTAL FINANCING	5,184	375		300	

**PUBLIC HEALTH, WELLNESS AND CULTURE
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
CP0053	Continuing Projects Sports Facilities Washington Leisure Centre	F Brown	11,300	9,126	2,174				
CP0158	Culture and Tourism Library Redesign	B Scanlon	500	471	29				
CP0176	Hylton Castle Redevelopment	A Caddick	165	130	35				
CP0200	Seafront Illuminations	P Spooner	170	162	8				
CP0209	City Centre Illuminations	P Spooner	170	20	150				
CP0199	Fulwell Acoustic Mirror	N Wood	5		5				
CP0219	Canny Space Project	A Caddick	300					300	
TOTAL CONTINUING PROJECTS			12,610	9,909	2,401			300	
Projects Commencing 2015/16									
CP0236	Seafront and City Centre Christmas Illuminations	P Spooner	245		100	145			
CP0236	Illuminations	P Spooner	170		170				
CP0240	Leisure JV Investment	A Caddick	2,000		2,000				
CP0243	Arts Centre Washington	A Caddick	303		303				
CP0178	Leisure Facility	F Serajian	410		210	200			
TOTAL PROJECTS COMMENCING 2015/16			3,128		2,783	345			
Projects Commencing 2016/17									
CP0290	Keel Square and Seafront Lighting	N Wood	30			30			
TOTAL PROJECTS COMMENCING 2016/17			30			30			
TOTAL CAPITAL PROGRAMME			15,768	9,909	5,184	375		300	

CITY SERVICES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The City Services capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Maintaining the existing highways network including its bridges and structures in a safe and serviceable condition.
- Securing the safe and efficient movement and appropriate access for goods and people using the city's highways.
- Securing improvements to existing highways and the construction of new highways.
- Maintaining and enhancing coastal and seafront structures.
- Collecting and managing household waste in a sustainable and efficient manner.
- Maintaining and improving the attractiveness of local environments.
- Developing and implementing a range of flood and drainage improvement measures to reduce localized flood risk

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

Transport:

- Bridge Maintenance – schemes designed for delivery including A1231 Stockton Road, Sedgeleth Bridge, Rainton Bridge and A1231 Pallion New Road / Trimdon Street.
- Highways Maintenance – Completion of the Highway Maintenance Programme which included nearly 100 road resurfacing and footway reconstruction schemes.
- Flood and Extreme Weather Mitigation - Implementation of a range of flood and drainage improvement measures to reduce localized flood risk. Initiation of a joint study with Northumbrian Water Ltd. to examine drainage and flood issues in the Washington area to develop flood mitigation schemes which will benefit residents, NWL and the Council.
- Cycleways – Completed the construction of 15km of new and improved infrastructure to improve access and connectivity in Washington and Coalfields Regeneration areas.
- Construction of Low Carbon Enterprise Zone Transport Infrastructure including upgrades of junctions at A19/A690, A19/A184, A19/1231, A19/1290, Cherry Blossom Way and Nissan Way completed, improving traffic flows and increasing capacity serving Nissan and the Enterprise Zone.
- The roundabout junction at the Southern end of the Wearmouth Bridge was improved and new intelligent traffic signal equipment fitted as part of the urban traffic management control system to reduce congestion in the City centre.
- Implementation of a pilot School 20mph zone to reduce risk of accidents involving vulnerable residents.

Coast Protection and Flood Defence:

- Completion of Whitley Bay to Ryhope Site Investigation Survey to form the basis of future coastal protection funding bids

Play Provision:

- Play area upgrades and refurbishment has been completed at the following play areas utilising S106 and area committee contributions:
 - Sunderland Adventure Centre (Silksworth),
 - St Matthews Playing Field (Silksworth),
 - Marley Potts (Southwick),
 - Shakespeare Street (Southwick)
 - Princess Ann Park Play Area (Washington) - new play area
 - Albany Park (to be completed by March 16)

Works included the installation of new / replacement play equipment, new safety surfacing and significant ground works to address drainage and erosion issues.

KEY MEDIUM TERM PRIORITIES

- Structural highway maintenance works to roads, footways and structures.
- Continue to support plans for the regeneration of the City Centre, River Corridor and Enterprise Zone and to support housing growth.
- Coast Protection Works to protect coastal assets.

CITY SERVICES CAPITAL PROGRAMME

- Development of the Sunderland Strategic Transport Corridor (SSTC) which will contribute to reducing congestion, improving quality of the environment, economic success and reducing social exclusion. The transport corridor will extend from the Port of Sunderland to the A19/A1231 including the New Wear Crossing.
- Development of a programme of flood defense and drainage measures in response to increased flooding incidents.
- Improve cycling provision across the city.
- An efficient and fit for purpose vehicle fleet to deliver front line services.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- Many of the capital schemes contribute to improving traffic flows and reducing congestion within the city. This enables more efficient access to key sites contributing to the continued economic development of the city.
- Highway and bridge maintenance schemes ensure that the asset is maintained to a good condition to ensure the network can be used safely and conveniently by all users.
- Replacing older vehicles will reduce fuel consumption, cut carbon emissions and reduce maintenance costs.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- SSTC Bridge Phase 2 – continued construction of the New Wear Crossing which is planned to be completed in Spring 2018.
- SSTC Phase 3 – progressing with design, site investigations and procurement of contract.
- Integrated Transport Schemes including: A690 Durham Rd/ Stoneygate, Community Parking Management Schemes (x3) (Phase 2 - Implementation), Community 20mph Zones (Phase 2 - Implementation), Grangetown Retail, Vehicle Activated Signs, Clevely Road - Traffic Calming, City centre Provision (Holmeside TRO Review), Houghton Town centre (TRO Review), Durham Road 50mph Speed Limit Reduction, Sunderland College (Holmeside), A1231/A182 AIP.
- Community 20mph Zones (Phase 3 - Development), School 20mph Zones (Phase 2 - Development), Vine Place/Park Lane pedestrian crossing, Durham Road/Grindon Lane, Community Parking Management Schemes (x3) (Phase 3 Development), Burdon Road/Park Rd, Allendale Rd, City Centre Signing, City Wide Signing, A182 RAP (Development of Proposals).
- Flood and Extreme Weather Mitigation – continue studies and works to mitigate the effect of extreme weather conditions such as the installation of new drainage systems, repairs to highways drainage networks, consolidation of unstable land and creating physical barriers for surface water to run off land.
- Highways Maintenance – Implement the Highway Maintenance Programme of road resurfacing and footway reconstruction schemes.
- Bridge Maintenance – delivery of A1231 Stockton Road, Sedgeleth Bridge, Rainton Bridge and A1231 Pallion New Road / Trimdon Street and A1231 west of A19 including Nissan Interchange.
- Coast Protection – delivery of Hendon Foreshore Barrier, Port Revetments Stone Hill Wall.
- City Cycle Permeability Scheme – delivering better cycling provision into Sunderland City Centre.
- North Bridge Street Two Way Traffic System – improving access to the Wearmouth Bridge and the City Centre.
- Footbridge Removal, Glebe Estate and associated pedestrian improvements.
- Installation of new on street parking meters to provide additional parking capacity and income.
- Safety Fencing Replacement – replacement of safety fences at priority locations identified, to ensure that public safety is protected.
- Herrington Park Infrastructure – improvements to roads and footpaths to increase resilience to weather and events.
- Park Improvements – A bid is being prepared for HLF funding for Roker Park, for completion in time for the Tall Ships in summer 2018.
- Ongoing capital replacement of vehicle fleet required to maintain future service provision.
- Replacement of split body recycling vehicles to continue the Council's existing service provision.
- Replacement horticultural equipment for all aged cutting equipment to increase reliability.
- Replacement of Garden Waste Collection vehicles to continue the Council's existing service provision.
- Replacement of the cremators at the Crematorium.
- Upgrading the equipment and physical appearance of the Crematorium.
- Introduction of In Cab GIS System for the refuse and recycling fleet to enable real time links with the CSN to improve service performance and efficiency.
- To replace open salt heap at Beach Street with new covered storage building which will improve quality of road salt and reduce the volume required during spreading.
- Replacement of approximately 23,000 residential lighting units to LED which will reduce the Council's future energy costs and also provide white-light that allows greater colour rendition, improving visibility and enhancing the sense of safety.

CITY SERVICES CAPITAL PROGRAMME

New Starts

- Highways Maintenance Asset Management – additional highways management works as identified in the Highways Asset Management Review to reduce deterioration of the strategic highways network including A1231 Sunderland Highway Reconstruction and Resurfacing between the Nissan Interchange and the A195 Interchange westbound. Reconstruction and resurfacing of the A1231 between the A195 and the Peel Industrial Estate eastbound.
- Port Enterprise Zone and SSTC5 – design of the proposals for infrastructure improvements to prepare the Port EZ for development including linkages to SSTC Phase 5 linking Wearmouth Bridge to the Port and new access arrangements for the Port.
- Flood and Coastal Projection programme – implementation of schemes majority funded via the Environment Agency including city wide culvert repairs, alleviating surface water flooding in Springwell Village and Houghton and Hetton Integrated Drainage Study.
- Investing in a mobile catering vehicle as part of plans to generate additional income through the catering element of Place services. Sales would be to staff and public at designated locations and venues, and also through providing a service at a range of local and regional events.
- Specialist Vehicle Replacement – capital purchase of cash in transit vehicles replacing existing leases saving c. £30k pa and replacement of bulky item collection vehicles which have reached the end of their operational life.
- Purchase of new trade waste bins to support the anticipated expansion of the trade waste service.
- Acquisition of equipment to shore up and secure graves ahead of interments which is required for the new operating model for Responsive Local Services.
- Introduce a risk management approach to repairing path defects in cemeteries and parks.
- Replace the parking charge machines at Sunnyside car parks which have reached the end of their operational life.
- Comprehensive refurbishment of the lifts at St. Mary's car park which are currently unreliable.
- Play area upgrades and refurbishment will be taking place at a number of sites to be determined. Works will include the installation of new / replacement play equipment, new safety surfacing and where required ground works to address drainage and erosion issues.

**CITY SERVICES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	201,654	34,625	48,598	44,313	41,318	25,000	7,800
Projects Commencing 2015/16	20,730		6,362	12,328	1,940	100	
Projects Commencing 2016/17	11,911			6,544	1,813	1,725	1,829
Projects Commencing 2017/18	4,577				4,577		
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	238,872	34,625	54,960	63,185	49,648	26,825	9,629

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM EXTERNAL SOURCES					
Loans					
Prudential Borrowing	9,420	10,896	19,568	2,250	2,300
Salix	900	3,520			
Government Grants					
DfT - Local Transport Plan (LTP)	4,912	4,637	4,545		
DfT - S31 Transport Grant	33,129	34,482	14,910		
DfT - Local Sustainable Transport Fund (LSTF)	392	408			
Regional Growth Fund (RGF)	1,549				
Local Pinch Point (LPP)	607				
Coast Protection	424	1,050	128		54
Government Grants General	30				
Local Growth Fund (LGF)		1,100	7,800	24,400	7,200
Grants from Other Public Bodies					
Lottery - Heritage Lottery Fund (HLF)		1,350	1,350		
Nexus LTP	36	32	32		
Total External Sources	51,399	57,475	48,333	26,650	9,554
FROM INTERNAL SOURCES					
Revenue Contributions					
Strategic Initiative Budget	89				
Directorate	5				
Reserves					
Strategic Investment Reserve	397	526	75	75	75
Strategic Investment Plan Reserve	294	972	1,140		
Unutilised RCCO Reserve	787	251			
Capital Priorities Reserve		709			
Stadium Park Transfer Reserve	1,152				
HCA Cycleways Reserve	9				
Working Neighbourhoods Reserve	314	1,472	100	100	
S106 Reserve	514				
Capital Receipts		1,780			
Total Internal Sources	3,561	5,710	1,315	175	75
TOTAL FINANCING	54,960	63,185	49,648	26,825	9,629

**CITY SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Continuing Projects									
Major Highway Schemes									
CP0003	SSTC Ph2 (New Wear Bridge)	A Fellows	117,600	14,336	35,544	36,232	31,488		
CP0194	SSTC Ph3	L Clark	45,000	76	2,106	3,418	7,800	24,400	7,200
Local Transport Plan									
CP0024	Highway Maintenance	M Jackson	13,326	10,061	865	600	600	600	600
CP0026	Integrated Transport	M Jackson	2,958	1,698	1,260				
CP0032	Upgrade of C2C Cycleway (HCA)	M Jackson	542	533	9				
CP0033	Coalfields Cycle Route	M Jackson	84	24	60				
CP0163	Houghton Cut Safety Works	M Jackson	30		30				
CP0025	Bridge Maintenance	M Jackson	500	55	445				
CP0187	Low Carbon Enterprise Zone Transport Infrastructure	L Clark	8,810	6,153	2,657				
CP0216	Sunderland Riverside, Stadium Park	L Clark	1,158	6	1,152				
Flood & Coast Risk Management									
CP0160	Flood and Extreme Weather Mitigation	L Clark	2,007	415	1,592				
Parks									
CP0037	Thompson Park - Former Park Keepers House	F Serajian	49	3	46				
CP0162	Herrington Park Infrastructure	M Speed	150		150				
CP0164	Parks Improvement	L Clark	3,000	34	36	1,500	1,430		
Street Scene									
CP0009	Private Streetworks	M Jackson	50		50				
CP0161	Improvements to the Crematorium	C Curtis	140	11	41	88			
CP0185	Fleet Replacement	M Speed	1,559	522	632	405			
CP0186	Replacement of Cremators	C Curtis	900		100	800			
Coast Protection									
CP0038	South Bents to Seaburn (SF1)	M Jackson	520	498	22				
CP0039	Strategic Frontage 3	M Jackson	2,820		1,550	1,270			
CP0195	Whit Bay to Ryhope Site Investigation Survey	M Jackson	12	1	11				
Play Provision									
CP0189	Play and Urban Games Strategy : Play Provision Schemes	A Caddick	439	199	240				
TOTAL CONTINUING PROJECTS			201,654	34,625	48,598	44,313	41,318	25,000	7,800

**CITY SERVICES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Projects Commencing 2015/16									
Local Transport Plan									
CP0024	Highway Maintenance	M Jackson	2,150		2,150				
CP0026	Integrated Transport	M Jackson	1,432		1,432				
CP0025	Bridge Maintenance	M Jackson	483		483				
CP0226	North Bridge Street Two Way Traffic System	M Jackson	4,000		150	3,150	700		
CP0228	Footbridge Removal, Glebe Estate	M Jackson	250		250				
CP0232	Parking Meters	M Jackson	125		125				
CP0237	Safety Fencing Replacement	M Jackson	400		100	100	100	100	
CP0248	City Centre Cycle Permeability Scheme	M Jackson	880		392	488			
CP0249	Southern Growth Area - Highways Design	M Jackson	50		50				
Street Scene									
CP0227	New Salt Barn	M Speed	1,500			1,500			
CP0229	Recycling Fleet Replacement	M Speed	2,090			950	1,140		
CP0230	Garden Waste Collection Fleet Replacement	M Speed	840			840			
CP0231	Replacement Horticultural Equipment	M Speed	200		200				
CP0233	In Cab GIS Information System	M Speed	130		130				
CP0239	Street Lighting - Energy Saving Project	M Jackson	6,200		900	5,300			
TOTAL PROJECTS COMMENCING 2015/16			20,730		6,362	12,328	1,940	100	
Projects Commencing 2016/17									
Local Transport Plan									
CP0024	Highway Maintenance	M Jackson	2,166			2,166			
CP0025	Bridge Maintenance	M Jackson	486			486			
CP0026	Integrated Transport	M Jackson	1,187			1,187			
CP0279	Highways Maintenance Asset Management	M Jackson	6,000			1,500	1,500	1,500	1,500
CP0280	Car Parks	M Jackson	95			95			
CP0281	Port Enterprise Zone and SSTC5 Design	M Jackson	250			250			
Flood & Coast Risk Management									
CP0160	Flood and Coastal Protection Programme	M Jackson	1,012			370	238	150	254
Street Scene									
CP0282	Trade Waste Bins	M Jackson	20			20			
CP0283	Mobile Catering Facility	M Jackson	45			45			
CP0284	Specialist Vehicle Replacement – transit vehicles	M Jackson	90			90			
CP0285	Parks & Cemetery Infrastructure - Paths	M Jackson	300			75	75	75	75
CP0276	Mobile Vehicle Lifts	M Jackson	20			20			
CP0277	Bereavement Services Equipment	M Jackson	80			80			
CP0278	Specialist Vehicle Replacement – collection vehicles	M Jackson	160			160			
TOTAL PROJECTS COMMENCING 2016/17			11,911			6,544	1,813	1,725	1,829
Projects Commencing 2017/18									
Local Transport Plan									
CP0024	Highway Maintenance	M Jackson	2,939				2,939		
CP0026	Integrated Transport	M Jackson	1,638				1,638		
TOTAL PROJECTS COMMENCING 2017/18			4,577				4,577		
TOTAL CAPITAL PROGRAMME			238,872	34,625	54,960	63,185	49,648	26,825	9,629

RESPONSIVE SERVICES AND CUSTOMER CARE CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES

The Responsive Services and Customer Care capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Providing a seamless customer interface across all channels of access that resolves demand at the earliest possible opportunity and at the lowest cost providing accessible, consistent, responsive and high quality services.
- Developing an intelligence approach across the Council and with partners to ensure need is being met, outcomes are being achieved and there is a better evidence base to inform decision making.

KEY MEDIUM TERM PRIORITIES

- Implementation of the Customer Service and Access Strategy action plan.
- Delivery of the intelligence approach.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- The implementation of the integrated technology platform will enable the wide-scale development of web self-serve and the associated benefits of channel shift.
- The development of the intelligence approach will better target resource, inform more intelligent commissioning and provide a better evidence base to inform decision making.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Customer Service Network Platform - Ongoing provision and development of the customer services technology platform to continue to improve the quality and accessibility of services.
- Intelligence Hub - Delivery of the intelligence approach to allow the Council to develop more refined, quicker and cheaper ways of gathering data to inform decision making.

**RESPONSIVE SERVICES AND CUSTOMER CARE
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
			2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
MAIN BLOCK							
Continuing Projects	3,649	2,349	1,300				
Projects Commencing 2015/16							
Projects Commencing 2016/17							
Projects Commencing 2017/18							
Projects Commencing 2018/19							
Projects Commencing 2019/20							
TOTAL CAPITAL EXPENDITURE	3,649	2,349	1,300				

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
FROM INTERNAL SOURCES					
Reserves					
Unutilised RCCO Reserve	61				
Capital Receipts	1,239				
Total Internal Sources	1,300				
TOTAL FINANCING	1,300				

**RESPONSIVE SERVICES AND CUSTOMER CARE
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend to 31.3.15 £'000	Estimated Payments				
					2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
	Continuing Projects Customer Care								
CP0057	Customer Service Network Platform	L St Louis	950	889	61				
CP0193	Intelligence Hub	L St Louis	2,699	1,460	1,239				
TOTAL CONTINUING PROJECTS			3,649	2,349	1,300				
TOTAL CAPITAL PROGRAMME			3,649	2,349	1,300				