

Associated guidance for this document can be found [here](#). Each section has a link to the relevant section within the guidance document.

1 Details of the activity (i.e. the policy, strategy, service, project or function)

1.1 Directorate	Children's Services
1.2 Service	Together for Children

1.3 Title of the activity (i.e. the policy, strategy, service, project or function):
<p>Savings Initiatives 2024/25:</p> <p>Income Generation £750k, Establishment savings £800k, General efficiencies £350k and Spend to save £850k</p>

1.4 Brief description of the activity:
<p>Income Generation The Company aims to capitalise on its much-improved reputation for service excellence and has been invited by the DfE to offer sector led improvement services to other local authorities for which a strong income stream will be realised. In addition, the reputation of the practice at the Link School and of the SEND service has led to requests for support and training which again, commands a strong income stream. Treasury management in partnership with the Council's banking team, has generated good returns on short term investment and it is anticipated that interest rates will continue to generate income wherewith to subsidise children's services.</p> <p>Establishment The Company is actively scrutinising its staffing establishment and challenging the need for recruitment to any vacancies. In addition, a Vacancy Factor has been introduced to reflect the cost savings from natural staff turnover. Finally, as a continuous improvement cycle, both Early Help and Children's Social Care services are reviewing their delivery models in the light of best practice and identifying any efficiency opportunities.</p> <p>General efficiencies All costs are under scrutiny and, where efficiencies are identified due to improving best practice, 2024/25 budgets will be reduced to the level of actual spend in 2023/24. As an example, the Company's legal team now has two staff with higher court rights and thus reliance on Kings Counsel is much reduced.</p> <p>Spend to save. The strong partnership between the Council and Company is never better evidenced than it the investment in new residential homes. The ability to move children from external homes costing up to £30,000 per week into a locally situated, staffed and owned home at a significant cost reduction is a major achievement.</p>

1.5 If the activity involves working with other directorates, partners or joint commissioning please state who is involved:
Close working with Public Health as a valued Council partner. Close links with Treasury Management in the Council to optimise return on cash balances Close working with Home Office re: asylum seekers

1.6 Will all or part of the activity be delivered through a provider external to the Council? If Yes, please refer to the Corporate Procurement Processes
No

1.7 If Yes, please explain what element(s) of the activity will be delivered through an external provider:

1.8 Which areas of the city will be impacted?	
Whole City	<input checked="" type="checkbox"/>
Coalfield	<input type="checkbox"/>
East	<input type="checkbox"/>
North	<input type="checkbox"/>
Washington	<input type="checkbox"/>
West	<input type="checkbox"/>
Internal Council Activity – Impact on employees	<input checked="" type="checkbox"/>

1.9 Is the activity targeted at protected characteristics or any other key groups?	
All of the below	<input type="checkbox"/>
Age (e.g. older people, younger people/children, a specific age group)	<input checked="" type="checkbox"/>
Disability (e.g. mobility, long term health conditions, sensory impairment or loss, learning disability, neurological diversity or mental health)	<input checked="" type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>
Pregnancy and maternity (including breastfeeding)	<input checked="" type="checkbox"/>
Race	<input type="checkbox"/>
Religion or belief (including no belief)	<input type="checkbox"/>
Sex	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>
Care Experienced People	<input checked="" type="checkbox"/>
Other vulnerable groups and people with complex needs (e.g. veterans, children and young people who are cared for or care experienced, carers, domestic abuse victims and survivors, ex-offenders etc.)	<input checked="" type="checkbox"/>
People vulnerable to socio-economic deprivation (e.g. unemployed, low income, living in deprived areas, poor/no accommodation, low skills, low literacy etc.)	<input checked="" type="checkbox"/>

Please complete the Completed By and Version Table below

Completed by:	Steve Renwick, Director of Finance
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Version	Status	Author	Comments	Date Issued
1	Draft	SGR	Initial draft	12/12/2023
2	Complete	SGR	Post IIA review	12/01/2024

2 Data and Intelligence

[Guidance for this section](#)

2.1 What data and intelligence has informed the activity?
National and regional benchmarking inc. DfE, CIPFA, S251 returns to DfE DfE liaison Weekly TfC Performance data Monthly Meaningful Measures reporting to the Board and SLT Daily bank balance review
2.2 Summary of data / intelligence / consultation outcomes to inform understanding of differences in:
<ul style="list-style-type: none"> the way people use, access or experience your activity; how the activity may impact; and/or outcomes for different groups?
<p>We have a strong desire to limit out of area homes for cared for children by building local capacity, this would support our spend to save targets as well as contribute to positive outcomes for children. A Government research briefing published in 2021¹ highlighted concerns raised by key stakeholders that:</p> <ol style="list-style-type: none"> Children are being placed out of area because of a lack of suitable provision closer to home. That being placed so far away can be traumatic for children who already have had difficult upbringings. The vulnerability of children living far away from home means that they are at greater risk of going missing. Children can feel isolated and often do not see loved ones often enough when placed out of area <p>Avoiding service detriment by focusing reviews on non-customer-facing functions</p> <p>Aiming to optimise service delivery to customers by reviewing best practice across the UK and beyond</p>

3 Equality and Human Rights

[Guidance for this section](#)

3.1 Eliminate discrimination, harassment and victimisation
What impact will the activity have?
Positive
Explain how/why:
Current activity relevant to this consideration including services seeking to mitigate the impact of youth offending, County Lines, MSET etc is both proactive and effective thus largely unaffected by these efficiency proposals.

¹ [Looked after children: out of area, unregulated and unregistered accommodation \(England\) - House of Commons Library \(parliament.uk\)](#)

3.2 Advance equality of opportunity between people who share a protected characteristic and those who do not
What impact will the activity have?
Positive
Explain how/why:
TfC, judged Outstanding by Ofsted, delivers high quality care to children and families of Sunderland and asylum-seeking children from across the world.
The protected characteristics most relevantly supported are, age (child-focused) disability (much care for CWD and SEND) and care experienced.
Part of the raison d'être of TfC is to optimise the life opportunities of vulnerable children as part of society and break the cycle of family breakdown leading to adverse life consequences.

3.3 Foster good relations between people who share a protected characteristic and those who do not
What impact will the activity have?
Positive
Explain how/why:
A priority for the Company's Education service is mainstreaming young people wherever possible and appropriate so as to integrate them into society.
A spend to save initiative in this plan is designed to bring back children from out of area homes into a local setting within the community.

3.4 Age (older ages, children and young people, middle ages, an age range or a specific age)
What impact will the activity have?
Positive
Explain how/why:
TfC invests £140m per annum on young people covered by legislation and up to 25 years of age. The company is corporate parent to over 500 cared for children and seeks to match the needs of the child to a suitable and geographically appropriate home TfC offers a range of services to support improvement in the lives of children and their families, keep children safe from harm and ensure they have the opportunity to fulfil their potential.

3.5 Disability (mobility, long-term health conditions, sensory, learning disability, neurological diversity or mental health)
What impact will the activity have?
Positive
Explain how/why:
TfC makes significant annual investment in services for children with disabilities, learning disabilities and those who are neuro-diverse. Savings initiatives have been designed not to impinge in these valued and valuable services.

3.6 Gender reassignment (the process of transitioning from one sex to another)
What impact will the activity have?
Not Applicable
Explain how/why:

3.7 Marriage and Civil Partnership
What impact will the activity have?
Not Applicable
Explain how/why:

3.8 Pregnancy and maternity (including breastfeeding)
What impact will the activity have?
Positive
Explain how/why:
The company has a strong and innovative pre-birth team and also provides educational support to young mums who may otherwise miss Education.
TfC is the lead partner in implementing the Family Hub model, which supports the best start in life and the first 1,001 days where pregnancy and maternal outcomes are central to its delivery.
Bumps to babies is another valued pre and ante-natal resource.

3.9 Race (colour, ethnicity, country of origin, culture, etc.)
What impact will the activity have?
Positive
Explain how/why:
Services to unaccompanied asylum-seeking children are protected from these savings initiatives.

3.10 Religion / Belief (including no belief)
What impact will the activity have?
Not Applicable
Explain how/why:

3.11 Sex (male or female)
What impact will the activity have?
Not Applicable
Explain how/why:

3.12 Sexual orientation
What impact will the activity have?
Not Applicable
Explain how/why:

3.13 Will the activity impact on an individual's Human Rights as enshrined in UK law?
What impact will the activity have?
Not Applicable
Explain how/why:

3.14 Other vulnerable groups and people with complex needs (e.g. veterans, children and young people cared for and care experienced, carers, domestic abuse victims and survivors, ex-offenders, homeless or multiple complexities/characteristics)
What impact will the activity have?
Not Applicable
Explain how/why:

4 Reducing socio-economic and digital inequalities

[Guidance for this section](#)

Will the activity:

4.1 Impact on residents' financial circumstances	Not Applicable
4.2 Impact on housing, including type, range, affordability, quality and/or condition	Not Applicable
4.3 Impact on digital inclusion or access	Not Applicable
4.4 Impact on education, skills and lifelong learning	Positive
4.5 Impact on employment, including quality and access	Not Applicable

4.6 Outline the impact your activity will have, including how you propose to mitigate any negative impacts and maximise positive outcomes
4.4 These savings initiatives will allow education and learning to be ring-fenced from cuts thus maintaining quality
4.7 Outline how you will measure the anticipated impact(s)

5 Improving population health and reducing health inequalities

[Guidance for this section](#)

Will the activity:

5.1 Help promote healthy living	Positive
5.2 Help promote safe and inclusive environments	Not Applicable
5.3 Impact on children, young people and families	Positive
5.4 Impact on natural and built surroundings	Not Applicable
5.5 Impact on accessibility and active travel encouraging active behaviours	Positive
5.6 Impact on living independently	Positive

5.7 Outline the impact your activity will have, including how you propose to mitigate any negative impacts and maximise positive outcomes
5.1 MECC approach is embedded across TfC, we have train the trainer approach in place, with the opportunity to access specific work related MECC modules through the Council offer. Programmes offered through family hub delivery are in support of giving every child a best start in life, including breastfeeding, physical activity, social connections and low to moderate mental health. 5.3 This will support children to remain in Sunderland and maintain positive connections i.e. school, support services, positive peer relationships etc. Again, the implementation of family hubs is all about supporting families to access the right support at the right time. 5.5 Minimises the need to travel outside of local area. Children and young people are encouraged through holiday, activity and food (HAF) programmes, to engage in positive and active behaviours. through sport, active travel and access to green and blue spaces. 5.6 As an organisation we support young people to live independently. The Next Steps team support cared for or care experienced young people to develop a plan in support of living independently.

This will include the development of support networks, increased knowledge of resources available as well as the opportunity to access a leaving care grant.
5.8 Outline how you will measure the anticipated impact(s)
5.1 Number of people trained in MECC and reporting progress through the family hub (DfE) formal reporting process. 5.3 Family Hub reporting 5.5 HAF reporting 5.6 Cared for dashboards

6 Carbon reduction and sustainability

[Guidance for this section](#)

Will the activity:

6.1 Adapting our behaviour (environmentally significant)	Positive
6.2 Impact on biodiversity and natural environment	Not Applicable
6.3 Impact on energy efficient built environment	Not Applicable
6.4 Impact on renewable energy generation and storage	Not Applicable
6.5 Impact on travel and active transport	Positive
6.6 Impact on the green economy	Not Applicable
6.7 Impact on waste, recycling and consumption	Not Applicable

6.8 Outline the impact your activity will have, including how you propose to mitigate any negative impacts and maximise positive outcomes
6.1 ensure that any building/renovation works are carried out in line with the Councils carbon reduction and sustainability policies 6.5 reduce the amount of out of area travel for young person and staff
6.9 Outline how you will measure the anticipated impact(s)
6.1 This will be part of the procurement process and stipulation within contract arrangements 6.5 Reduction in expenditure against out of area travel (finance reporting)

7 Community wealth building

[Guidance for this section](#)

Will the activity:

7.1 Impact on community wealth and social value	Positive
7.2 Impact on social inclusion, integration, and fostering good relations	Positive
7.3 Impact on crime reduction, anti-social behaviour and community safety	Not Applicable
7.4 Impact on access to services	Not Applicable

7.5 Outline the impact your activity will have, including how you propose to mitigate any negative impacts and maximise positive outcomes
7.1 All activity undertaken will seek to impact on community wealth and social value. The specifics linked to this report include improved care and support for vulnerable young people (education, employment and training), utilising local businesses (where procurement allows) for work undertaken on acquired residential premises. 7.2 TfC will respond to any concerns raised by local communities around the development of the residential space created in Sunderland. Engaging in positive conversations with local residents.

7.6 Outline how you will measure the anticipated impact(s)
7.1 This will be measured through any contract arrangements 7.2 Number of associated complaints

8 Key Actions

Any key actions identified throughout the IIA should be recorded here. This will be the action plan linked to your activity and should be implemented to ensure all inequalities or negative impacts are mitigated.

Key Actions	Timescale	Responsible Officer	Review Date

Please complete the Responsible Officer information below

Responsible officer sign off:	
Name	Steve Renwick
Job Title	Director of Finance, TfC
Responsible officer for reviewing actions:	
Name	Jill Colbert
Job Title	Chief Executive, TfC

To support the council's reporting processes in relation to IIA, please use the following naming convention: IIA_(Name_of_activity).

Once you have completed the IIA and it is signed off, please send the final document as an **attachment** to: IIA@sunderland.gov.uk

IIAs will be stored in this central database for corporate analysis. **No feedback will be returned on an individual basis as IIAs are received.**