

## SCRUTINY COMMITTEE

### AGENDA

**Meeting to be held in the Civic Centre (Committee Room No. 1) on Thursday, 25<sup>th</sup> April, 2013 at 5.30 p.m.**

#### Membership

Cllrs, Bonallie, Errington, Francis, Howe, T. Martin, Shattock, Tate and N. Wright

Co-opted Members - Ms A. Blakey, Ms R. Elliott and Ms. H. Harper

ITEM PAGE

1. **Apologies for Absence**

2. **Minutes of the Last Ordinary Meeting of the Committee held on 14<sup>th</sup> March, 2013** (copy attached). 1

3. **Declarations of Interest (including Whipping Declarations)**

#### **Part A – Cabinet Referrals and Responses**

4. **Reference from Cabinet – 17<sup>th</sup> April 2013 – Sunderland’s Local Development Framework Evidence Base : The Strategic Housing Market Assessment, Strategic Housing Land Availability Assessment and Draft Settlement Break Review** 8

Report of the Head of Law and Governance (copy attached).

#### **Part B – Scrutiny Business**

Contact: **Christine Tilley, Governance Services Team Leader** Tel: 561 1345  
Email: [christine.tilley@sunderland.gov.uk](mailto:christine.tilley@sunderland.gov.uk)

Information contained in this agenda can be made available in other languages and formats on request

5.	<b>Monitoring the Delivery of Agreed Scrutiny Recommendations</b>	32
	Report of the Chief Executive (copy attached).	
6.	<b>OFSTED Inspections of Safeguarding and Looked After Children Services</b>	90
	Joint report of the Chief Executive and Executive Director of Children's Services (copy attached).	
7.	<b>Scrutiny Policy Reviews 2012/13 of the Scrutiny Panels - Final Reports</b>	140
	Report of the Chief Executive (copy attached)	
8.	<b>Notice of Key Decisions</b>	236
	Report of the Chief Executive (copy attached).	
9.	<b>Annual Work Programme 2012/13</b>	242
	Report of the Chief Executive (copy attached).	
	<b>Part C – Scrutiny Lead Member Update</b>	
10.	<b>Lead Scrutiny Member Update: April 2013</b>	246
	Joint report of the Lead Scrutiny Members (copy attached).	
	<b>Part D – Health Substantial Variations to Service</b>	
	No items	
	<b>Part E –CCFA/Members Items/Petitions</b>	
	No items	

E. WAUGH,  
Head of Law and Governance,  
Civic Centre,  
SUNDERLAND.

17<sup>th</sup> April, 2013.

**At a meeting of the SCRUTINY COMMITTEE held in the CIVIC CENTRE on THURSDAY, 14<sup>TH</sup> MARCH, 2013 at 5.30 p.m.**

**Present:-**

Councillor Tate in the Chair

Councillors Bonallie, Francis, Howe, T. Martin, Shattock and N. Wright.

**Also Present:-**

Councillor Blackburn, Portfolio Holder for City Services

Councillor H. Trueman, Deputy Leader of the Council

**Welcome**

The Chairman welcomed everyone to the meeting and they introduced themselves.

**Apologies for Absence**

An apology for absence was received from Councillor Errington.

**Minutes of the Last Ordinary Meeting of the Committee held on 14<sup>th</sup> February, 2013**

1. RESOLVED that the minutes of the last ordinary meeting of the Scrutiny Committee held on 14<sup>th</sup> February, 2013 (copy circulated), be confirmed and signed as a correct record.

**Declarations of Interest (including Whipping Declarations)**

Councillors Francis and Shattock made open declarations in relation to being Magistrates.

**Scrutiny Policy Reviews 2012/13: Response from Cabinet – 13 February 2013**

The Chief Executive submitted a report (copy circulated) to provide feedback from the Cabinet meeting held on 13 February 2013, regarding two of six of the first round of scrutiny policy reviews undertaken by scrutiny in 2012/13.

(For copy report – see original minutes).

Members of the Cabinet had been invited to attend for this item of business to provide feedback following Cabinet’s consideration of, and decisions in relation to, each of the Scrutiny Panel’s recommendations as follows:-

<b>Scrutiny Panel</b>	<b>Policy Review</b>	<b>Portfolio Holder</b>
City Services	Tell Us Once for Bereavement	Cllr Blackburn
Responsive Services and Customer Care	Reducing Reoffending	Cllr H. Trueman

In relation to the policy review on ‘Tell Us Once for Bereavement’, Councillor Blackburn advised in relation to other development areas, that the possibility of extending the scope to include Nexus as an end user was being considered so that families did not receive a bus pass for a family member who had passed away causing them upset and distress.

Members of the Committee welcomed news of this development.

Councillor H. Trueman provided a comprehensive feedback account of the work undertaken on the policy review on Reducing Reoffending.

Members of the Cabinet thanked the Committee for the opportunity to attend the meeting, provide feedback and answer questions asked by Members of the Scrutiny Committee. Once they had presented their feedback and answered questions they left the meeting.

The Chairman having thanked the Cabinet Members for their attendance it was:-

2. RESOLVED that:-

- (i) the proposed actions detailed within each of the Action Plans appended to the report at appendices 1 and 2 and the information brought out during the discussion be noted; and
- (ii) each of the action plans be referred to the relevant scrutiny panels for further consideration.

### **Variation of Agenda**

The Chairman proposed and it was agreed that items 6 and 7 ‘Safer Sunderland Partnership – Key Achievements 2012/13 and Strategic Priorities 2013/14’ and ‘Northumbria Police and Crime Commissioner Update’ be considered next on the agenda in sequence as a courtesy to Councillor H. Trueman, who was attending the meeting to present the reports to the Scrutiny Committee.

### **Safer Sunderland Partnership – Key Achievements 2012/13 and Strategic Priorities 2013/14**

The Associate Policy Lead for Community Safety submitted a report (copy circulated) detailing for Members’ information some of the Safer Sunderland Partnership’s (SSP) key achievements in delivering the Safer Sunderland Strategy during the last year 2012/13 and highlighting the key strategic priorities for the SSP for the year ahead in 2013/14.

(For copy report – see original minutes).

Mr Stuart Douglass, Lead Policy Officer for Community Safety briefed the Committee on the report highlighting the two key strategic priorities the SSP had agreed to focus on for 2013/14 which were:-

1. Reduce crime and disorder and improve feelings of safety.
2. Prevent and reduce harm to our most vulnerable people and places.

Mr Douglass also drew attention to the eight issues/work areas within the headline priorities for 2013/14 and beyond detailed in paragraph 2.2 of the report.

In response to Councillor Shattock, Mr Douglass advised that the film developed to raise issues around abuse in teenage relationships had been very effective and that those having seen the film had commented that they would be more likely to seek advice and support if they came across an issue of abuse in a teenage relationship. He added that the teaching materials to support teachers had been piloted in 5 schools, minor adjustments would be made to the materials and then they would be rolled out to all schools.

In response to the concerns raised by Councillors Howe and Shattock, he advised that ARCH, the network of organisations working together to help support victims of hate incidents and to take action against the suspects where possible, now covered disability hate incidents.

Councillor H. Trueman, Deputy Leader of the Council commented that one of the priorities of the new Northumbria Police and Crime Commissioner, Vera Baird QC was to provide victim led training to police officers so that the victim's experience was improved and ensure they were given support and understanding.

In response to the Chairman, Councillor Trueman reported that a further two month's funding had been secured for the Mobile Treatment Unit and it was hoped that other funding could be secured as a result of a robust business plan.

In relation to the campaign for a minimum unit price for alcohol, Mr Douglass advised that the results of the Government's consultation on the national alcohol strategy were still awaited.

Full consideration having been given to the report it was:-

3. RESOLVED that the information contained in appendix 1 be noted and that a report on key achievements in delivering the strategic priorities at the end of 2013/14 be submitted to the Scrutiny Committee for consideration.

### **Northumbria Police and Crime Commissioner Update**

The Chief Executive submitted a report (copy circulated) providing an update to the Committee on the emerging relationship with the Office of the Police and Crime Commissioner.

(For copy report – see original minutes).

Councillor H. Trueman, Deputy Leader of the Council briefed the Committee on the meetings held to date and those that were planned, with the Commissioner and her Office regarding future funding arrangements and also in respect of the implications for the Authority as a result of the reduction in the Community Safety Fund allocation. This had been reduced by the Home Office for 2013/14 by around 17% from current year levels, the details of which were set out in paragraph 3 of the report together with the changes to the proposed funding arrangements.

Full consideration having been given to the report and the Chairman having thanked the Deputy Leader for his attendance, it was;-

4. RESOLVED that:-

- (i) the content of the report in relation to the emerging relationship and communication with the Office of the Police and Crime Commissioner be received and noted; and
- (ii) regular updates be submitted to the Scrutiny Committee.

#### **Reference from Cabinet - 13 March 2013 – Sunderland City Council: Local Development Framework : Core Strategy Revised Preferred Options**

The Head of Law and Governance submitted a report (copy circulated), seeking the advice and consideration of the Committee on a report considered by the Cabinet at its meeting held on 13<sup>th</sup> March, 2013, seeking approval of the Sunderland Core Strategy Revised Preferred Options for public consultation.

(For copy report – see original minutes).

Mr. Neil Cole, Lead Policy Officer for Planning, Strategy, Policy and Performance Management briefed the Committee on the background to the Core Strategy highlighting that it will sit at the heart of the City's development planning framework and set out the overarching strategic planning framework for the development of the city for the next 20 years drawing from other strategies of the city council (such as the Sunderland Strategy and Economic Masterplan) and those of other organisations.

Mr Cole drew the Committee's attention to the next steps in terms of the Revised Preferred Options report which were detailed in paragraph 9 of the report, highlighting the plans to go out to public consultation at the beginning of May and the proposed arrangements in order to carry out public consultation most effectively, which included consulting with the Council's Area Committees, Area Boards and holding consultation events and public meetings in public buildings.

Members welcomed the opportunity to comment on the results of the consultation exercise as part of and following the public consultation process.

The Chairman thanked Mr Cole for his attendance, and it was:-

5. RESOLVED that the Council be advised that the Scrutiny Committee supported the Cabinet recommendation to recommend the Council to approve the Sunderland Core Strategy Revised Preferred Options (including the Sustainability Appraisal Report) for the purposes of public consultation and as a material

consideration in assessing planning applications, pending its finalisation following public consultation and to authorise the Deputy Chief Executive to make any required amendments to the Sunderland Core Strategy Revised Preferred Options (including the Sustainability Appraisal and Appropriate Assessment Reports) as necessary, prior to its publication.

## **Future Library Services**

The Executive Director of Health, Housing and Adult Services submitted a report (copy circulated)

- (i) providing Members with an overview of library services in Sunderland;
- (ii) outlining the proposed Vision for Future Library Services;
- (iii) detailing the consultation and engagement programme to inform the future offer; and
- (iv) seeking the views of the Scrutiny Committee on the proposed Vision.

(For copy report – see original minutes).

Ms Julie Gray, Head of Community Services briefed the Committee on the report highlighting the proposed vision for future library services detailed in paragraph 4.1 of the report.

In response to Members, Ms Gray advised the Committee of the reasons behind the proposals for the refocusing of the Library Service and the aims of the review, which were to increase overall access to the service, embrace modern technological and e-based service developments and incorporate them in the service offer, whilst make efficiency savings and reducing costs of the service.

Ms Gray drew attention to the detail of the consultation process to ascertain stakeholders' views including key milestones within the two-stage consultation plan set out at paragraph 5 of the report.

Full consideration having been given to the report, the Chairman thanked Ms Gray for her attendance and it was:-

6. RESOLVED that:-

- (i) the proposed Vision for Future Library Services in Sunderland be approved for consultation; and
- (ii) a report providing the results of the consultation on the Vision of the new Library Service, the proposals for the future service model and proposed approach to be submitted for consideration to an extraordinary meeting of the Scrutiny Committee to be held in May 2013, prior to submission of the final proposals to Cabinet.

## **Notice of Key Decisions**

The Chief Executive submitted a report (copy circulated) providing Members with an opportunity to consider those items on the Executive's Notice of Key Decisions for the 28 day period from 12 February 2013.

(For copy report – see original minutes).

The Chairman asked any Members having issues to raise or requiring further detail on any of the items included in the notice, to contact the Scrutiny Co-ordinator, Helen Lancaster for initial assistance.

7. RESOLVED that the Notice of Key Decisions as detailed above be received and noted.

## **Annual Work Programme 2012/13**

The Chief Executive submitted a report (copy circulated) attaching for Members' information, the work programme for the Committee's work during the 2012/13 council year.

(For copy report – see original minutes).

Ms Helen Lancaster, Scrutiny Coordinator, advised that arrangements were being made for an extraordinary meeting of the Scrutiny Committee on 16<sup>th</sup> April to consider feedback following Cabinet's consideration of, and decisions taken in relation to the Scrutiny Panels' recommendations on the Policy Reviews they had undertaken. In addition, the ordinary meeting of the Committee scheduled for 18<sup>th</sup> April had been postponed to 25<sup>th</sup> April and a further extraordinary meeting to be held in May to provide feedback on the proposed changes to the library service, as discussed earlier in the meeting, prior to it being considered by Cabinet on 16<sup>th</sup> May.

8. RESOLVED that the information contained in the work programme and detailed above be received and noted.

## **Lead Scrutiny Member Update: March 2013**

The Lead Scrutiny Members submitted a joint report (copy circulated) providing an update to the Scrutiny Committee regarding the work of each of the six Lead Scrutiny Members and supporting Panels.

(For copy report – see original minutes).

The Chairman informed Members of the Health Development Session and Regional Scrutiny Network meeting being held on Friday 22<sup>nd</sup> March in the Council Chamber advising that all Members were welcome to attend.

The Committee received an update from those Lead Scrutiny Members present on the work being carried out by the Scrutiny Panels under their purview.



Councillor Francis advised that Members of the Children's Services Panel were keen to consider the Ofsted report in respect of Oxclose Primary School.

Following some discussion it was agreed that the Chairman, Vice Chairman and Councillor Francis would give some initial consideration to the above report and, if considered appropriate, to refer the report to the appropriate Scrutiny Panel for consideration.

At this juncture the Chairman requested that all chairs of the Scrutiny Panels advise him if they were unable to attend a Panel meeting so that appropriate arrangements could be made for the Panel meetings to be chaired by another Member.

Ms Helen Lancaster, Scrutiny Coordinator highlighted the Responsive Services and Customer Care Panel meeting being held on 19<sup>th</sup> March at 5.30 pm with Vera Baird QC, the Northumbria Police and Crime Commissioner to discuss the future plans of the Commissioner in respect of domestic violence across the wider Northumbria force area and advised that the invitation to attend had been extended to all Scrutiny Committee Members.

Full consideration having been given to the report it was:-

9. RESOLVED that the update of the Lead Scrutiny Members and the information detailed above, be received and noted.

The Chairman then closed the meeting having thanked Members and Officers for their attendance and contributions to the meeting.

(Signed) R.D. TATE,  
Chairman.

**REFERENCE FROM CABINET – 17 APRIL 2013  
SUNDERLAND'S LOCAL DEVELOPMENT FRAMEWORK EVIDENCE  
BASE : THE STRATEGIC HOUSING MARKET ASSESSMENT,  
STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT AND DRAFT  
SETTLEMENT BREAK REVIEW**

**Report of the Head of Law and Governance**

**1. Purpose of Report**

- 1.1 To seek the advice and consideration of this Committee on a report considered by Cabinet on 17 April 2013. The report sought approval to the Strategic Housing Land Availability Study (2013) and the Strategic Housing Market Assessment (2013) for its use in developing the Local Development Framework and to assist in the determination of day to day planning applications. The Cabinet was further requested to approve the Draft Settlement Break Review for public consultation.
- 1.2 Members' views will contribute to the consultation process.

**2. Background and Current Position**

- 2.1 The Cabinet, at its meeting held on 17 April 2013 gave consideration to a report of the Deputy Chief Executive. The report sought approval to the Strategic Housing Land Availability Study (2013) and the Strategic Housing Market Assessment (2013) for its use in developing the Local Development Framework and to assist in the determination of day to day planning applications. The Cabinet was further requested to approve the Draft Settlement Break Review for public consultation.
- 2.2 Copies of the 17 April 2013 Cabinet agenda were circulated to all Members of the Council. Members are requested to note that a copy of the Strategic Housing Land Availability Study (2013), the Strategic Housing Market Assessment (2013) and the Draft Settlement Break Review for public consultation can be viewed on-line at:-
- <http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7655/Committee/1563/Default.aspx>
- 2.3 The Cabinet will consider:
- (a) Endorsing the 2013 updates to the Strategic Housing Land Availability Study and the Strategic Housing Market Assessment so that they can be used as:-

- (i) part of the evidence base to inform the emerging Local Development Framework
  - (ii) a material consideration in determining planning applications for housing development.
- (b) Endorsing the Draft Settlement Break Review for consultation purposes.

### **3. Conclusion**

- 3.1 The report is referred to this Committee for advice and consideration. The report is also referred to the Planning and Highways Committee for advice and consideration. Comments from the Committees will be reported to back to Cabinet on 5 June 2013.

### **4. Recommendation**

- 4.1 The Committee is invited to give advice and consideration to Cabinet on the attached report of the Deputy Chief Executive.

### **5. Background Papers**

- 5.1 Cabinet Agenda 17 April 2013.
- 5.2 A copy of the Agenda is available for inspection from the Head of Law and Governance or can be viewed on-line at:-

<http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7655/Committee/1563/Default.aspx>  
[X](#)

---

<b>Contact Officer:</b>	Janet Johnson 0191 561 1134 <a href="mailto:janet.johnson@sunderland.gov.uk">janet.johnson@sunderland.gov.uk</a>	Elaine Waugh 0191 553 1053 <a href="mailto:elaine.waugh@sunderland.gov.uk">elaine.waugh@sunderland.gov.uk</a>
-------------------------	--	---

**CABINET – 17 APRIL 2013**

**EXECUTIVE SUMMARY SHEET – PART I**

**Title of Report:**

SUNDERLAND'S LOCAL DEVELOPMENT FRAMEWORK EVIDENCE BASE : THE STRATEGIC HOUSING MARKET ASSESSMENT, STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT AND DRAFT SETTLEMENT BREAK REVIEW

**Author:**

DEPUTY CHIEF EXECUTIVE

**Purpose of Report:**

The purpose of this report is to seek Cabinet's approval to the Strategic Housing Land Availability Study (2013) and the Strategic Housing Market Assessment (2013) for its use in developing the Local Development Framework and to assist in the determination of day to day planning applications. Cabinet is further requested to approve the Draft Settlement Break Review for public consultation.

**Description of Decision:**

Cabinet is requested to:

1. Endorse the 2013 updates to the Strategic Housing Land Availability Study and the Strategic Housing Market Assessment so that they can be used as :
  - a) Part of the evidence base to inform the emerging Local Development Framework
  - b) A material consideration in determining planning applications for housing development.
  
2. Endorse the Draft Settlement Break Review for consultation purposes.

**Is the decision consistent with the Budget/ Policy Framework?**

Yes

**If not, Council approval is required to change the Budget/ Policy Framework**

**Suggested reason(s) for Decision:**

The decision is required to provide essential evidence to inform corporate policy, and chiefly to support progression of the Core Strategy to proceed to its next stage (statutory consultation) in accordance with the Council's adopted Local Development Scheme.

**Alternative options to be considered and recommended to be rejected:**

All local planning authorities are charged under the Planning and Compulsory Purchase Act 2004 with the preparation of a Local Development Framework (LDF), which must include a Core Strategy. They are also charged with preparing the LDF in accordance with the provisions of an approved Local Development Scheme.

The Core Strategy and its policies must be informed by a robust and up to date evidence base. The need for a Strategic Housing Market Assessment and Strategic Housing Land Availability Assessment are emphasised in the National Planning Policy Framework. The emerging Core Strategy retains policies regarding the scale and purpose of Settlement Breaks which have not been reviewed in 15 years since the Unitary Development Plan was adopted. To not undertake such updates in the light of the changing circumstances in the city would undermine the planning policy framework and could jeopardise the Core Strategy at Examination. Consequently, no alternatives can be recommended.

**Impacts analysed:**

Equality  Privacy  Sustainability  Crime and Disorder

**Is this a “Key Decision” as defined in the Constitution?**

**Yes**

**Is it included in the 28 day Notice of Decisions?**

**Yes**

Scrutiny Committee  
Planning and Highways Committee

**SUNDERLAND'S LOCAL DEVELOPMENT FRAMEWORK EVIDENCE BASE :  
THE STRATEGIC HOUSING MARKET ASSESSMENT, STRATEGIC HOUSING  
LAND AVAILABILITY ASSESSMENT AND DRAFT SETTLEMENT BREAK  
REVIEW.**

**REPORT OF THE DEPUTY CHIEF EXECUTIVE**

**1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to seek Cabinet's approval to the Strategic Housing Land Availability Study (2013) and the Strategic Housing Market Assessment (2013) for its use in developing the Local Development Framework and to assist in the determination of day to day planning applications. Cabinet is further requested to approve the Draft Settlement Break Review for public consultation.

**2.0 DESCRIPTION OF DECISION**

2.1 Cabinet is requested to:

1. Endorse the 2013 updates to the Strategic Housing Land Availability Study and the Strategic Housing Market Assessment so that they can be used as :
  - a) Part of the evidence base to inform the emerging Local Development Framework
  - b) A material consideration in determining planning applications for housing development
2. Endorse the Draft Settlement Break Review for consultation purposes.

**3.0 BACKGROUND TO MAINTAINING THE EVIDENCE BASE.**

3.1 Local authorities are required to prepare a statutory development plan for their area that will provide the starting point to determine planning applications. In Sunderland's case, the emerging Core Strategy will provide the overarching suite of broad non-site specific policies to control the use of land and buildings. Taking its lead from the Core Strategy, a further planning document, the Allocations Plan, will provide detailed site specific policies and allocations for development.

3.2 As part of the process, national planning policy, set out in the National Planning Policy Framework (NPPF) requires that these plans are based on adequate, up to date and relevant evidence.

3.3 This Council has developed a considerable body of evidence to inform the emerging Core Strategy to date. However, it is essential that this evidence base is kept up to date or new evidence is initiated to inform both the emerging Core Strategy and the Allocations Plan.

## 4.0 THE STRATEGIC HOUSING MARKET ASSESSMENT

- 4.1 The NPPF requires authorities to assess their full housing needs, where appropriate working with neighbouring authorities. Strategic Housing Market Assessments (SHMAs) are required to identify the scale and mix of housing and the range of tenures that the local population is likely to need over the plan period which :
- Meets the household and population projections, taking into account migration and demographic changes
  - Addresses the needs for all types of housing, including affordable housing and the needs of different groups in the community (such as families and older people)
  - Caters for housing demand and the scale of housing supply necessary to supply this demand.
- 4.2 The SHMA therefore performs a dual role :
- It informs policies within the emerging development plan documents as to the scale and type of housing need
  - Provides information and evidence to inform housing related planning applications particularly in relation to seeking affordable housing contributions.
- 4.3 The City's last SHMA was adopted in February 2008 and to date, has been used effectively to develop housing policy and influence the type and tenure of new housing that has been permitted. However, the SHMA has a limited 'shelf life' of normally 5 years, after which the statistical data upon which it relies becomes out of date and open to challenge. Therefore, it was considered essential to update the SHMA.
- 4.4 The SHMA 2013 is a major piece of research which has been prepared in accordance with existing good practise. From its inception in 2012, it has gathered information from 'primary' sources such as a survey to 33,350 households and interviews with direct agencies such as estate agents, private landlords, developers and registered landlords. It also used the most up to date 'secondary' sources such as the Census 2001 and where available the Census 2011<sup>1</sup>, housing price data and population projections.
- 4.5 Appendix A to this Report, sets out a summary of the SHMA 2013 in terms of the process that was followed and the key findings. The full document is available to view at :  
<http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7655/Committee/1563/Default.aspx>
- 4.6 In short, the key findings of this new SHMA can be summarised as follows :
- Based on house price ratios (the figure which denotes how many times a households income needs to be multiplied to enable them to secure finance to buy an average property), Sunderland is relatively affordable by comparison to other parts of the North East.
  - Without factoring in potential new build, the overall net shortfall of affordable dwellings across Sunderland is 514 each year. It should be

---

<sup>1</sup> Only partial results from the Census 2011 have been released on a periodic basis by the ONS. Further information releases / datasets will continue to be rolled out through 2013.

noted that on average Registered Providers have completed 281 affordable homes annually. Assuming this rate of development continues, the net annual shortfall would reduce to 233.

- Sunderland's housing market is relatively self contained with 84.4% of households that moved within the previous 5 years having moved from within Sunderland itself.
- The private rented sector in Sunderland has continued to become more diverse and grow in response to current market conditions, as people struggle to access mortgage finance potential purchasers turn to renting, whilst many potential vendors unable to sell, find themselves reluctant landlords.
- Migration data (collated by the ONS) indicates that between 2008 and 2011, there has been a consistent net out-flow of residents from Sunderland which has averaged around 1,000 each year primarily to County Durham and other parts of Tyne and Wear.
- Households considering leaving Sunderland tend to be higher-income households, single households, and couples with and without children.
- The primary reasons for wanting to leave are: the desire to move to a better / more pleasant neighbourhood; to be closer to work or because they had a new job; and wanting a property which is larger or better in some way.
- Despite the trends of net out-migration, this evidence indicates that people are moving to Sunderland for a variety of reasons. The reason most commonly cited is personal circumstances, which indicates that family and friends are the reasons people are moving back. Sunderland continues to attract economically active households relocating to the North East, including those working outside Sunderland which is an encouraging indicator of the city's regional role.
- There is a need to provide larger, better quality, more aspirational properties in higher quality environments within Sunderland in order to help stem out-flows to other locations.

## **5.0 THE STRATEGIC HOUSING LAND AVAILABILITY STUDY**

5.1 The Government remains committed to significantly increasing the supply of housing land. Accordingly, the NPPF requires councils to annually undertake a review of their long term housing land supply looking over a 15 year period that identifies :

- Specific and deliverable<sup>2</sup> sites that are sufficient to provide 5 years worth of housing with an additional buffer of 5% to ensure choice and competition in the market. Where councils have persistently under delivered against their housing requirements, they should increase the buffer to 20%. In the event that the 5 year supply cannot be met, the Council would be required to consider housing applications on unallocated sites. The SHLAA therefore forms an important material consideration in the determination of planning applications.

---

<sup>2</sup> To be considered deliverable, sites should be available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within five years and in particular that development of the site is viable.



- Developable<sup>3</sup> sites or broad locations for growth for years 6 to 10 and where possible for years 11 to 15.
- 5.2 This housing land supply information is captured through the preparation of a Strategic Housing Availability Assessment (SHLAA) which assesses sites for their housing potential and when they could be delivered.
- 5.3 The SHLAA is not a policy document in its own right. It does not for example set the City's overall housing requirements, neither does it allocate sites. These functions remain solely remit of the Core Strategy and Allocations Plan.
- 5.4 The SHLAA is an essential piece of evidence that will inform the Council in two key areas :
1. It provides a position statement on whether the Council has a 5 year supply of housing land which would essentially inform the development management process
  2. It provides the Council with evidence of the scale, location and availability and the potential timing of when housing sites could come forward. This would inform the City's emerging development plan making process.
- 5.5 This is the fourth SHLAA that this Council has prepared to satisfy the national planning policy requirements and looks at the potential housing land supply for the period 2013 to 2028.
- 5.6 Appendix B sets out a high level summary to the SHLAA 2013 in terms of both the process to prepare it and the key findings. The full document is available to view at :  
<http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7655/Committee/1563/Default.aspx> Main conclusions arising from the SHLAA are:
- Over the full 15 year period there is capacity for some 16,174 dwellings.
  - In the 1 to 5 year period (2013/14 to 2017/18) there is a potential supply of some 6,471 dwellings
  - When considered against the emerging Core Strategy (which presently has limited weight), the 5 year target is 3,895 dwellings. The city has a sufficient supply of housing land over this period
  - By contrast, the RSS (which is the adopted development plan), the 5 year target is 7,217 and there is a shortfall of some 607 dwellings.
- 5.7 Given the unpredictability of the current housing market, it is proposed to review the SHLAA every 6 months to recognise new sites that come forward during the financial year and any changes to the status of known sites. With the potential implications of not having a 5 year land supply, it is further proposed to take a proactive approach to encouraging development by :
- Considering whether constraints can be overcome for those sites identified as being developable in the 6 to 10 year period
  - Investigating the potential to release sites for housing development as part of the forthcoming Green Belt Review.

---

<sup>3</sup> To be considered developable, sites should be in a suitable location for housing development and there should be a reasonable prospect that the site is available and could be viably developed at the point envisaged.

## 6.0 THE DRAFT SETTLEMENT BREAK REVIEW

- 6.1 Settlement Breaks (sometimes referred to as Green Wedges or Municipal Open Areas) have been used by a number of councils nationally as an informal form of Green Belt. Since 1965, 'Settlement Breaks' have been used as a longstanding planning tool to shape the future growth of Sunderland. Settlement Breaks have played a very important role in focusing development in built-up areas, whilst protecting corridors of greenspace across the city. They have also helped to limit development 'sprawl' which in turn has enabled towns and villages to retain their local character. Policy CN6 of the Unitary Development Plan (UDP) adopted in 1998, sets out the specific Settlement Break policy stating that "*Important open breaks and wedges within and between settlements will be retained and enhanced*". The UDP has allocated some 530 hectares as Settlement Break in South Sunderland and the Coalfield.
- 6.2 A clear distinction must be drawn between the status of Settlement Breaks and the Green Belt. Green Belt is a national designation and afforded specific reference within the NPPF in terms of its purpose and the strict controls that govern the forms of appropriate development within it. Settlement Breaks by contrast are a locally based designation and are not attributed with any specific reference within the NPPF. Hence, they cannot be afforded the same level of protection as land designated within the Green Belt.
- 6.3 Monitoring of other Core Strategies and Local Plans being prepared elsewhere (reaching the formal Examination stages) has shown that Planning Inspectors are making it clear that the 'settlement break' designation should not be regarded as a sacrosanct constraint from development (that is given the same protection as Green Belt sites) where there are objectively assessed development needs that should be met.
- 6.4 Given that the adopted Settlement Break policy and allocations (contained in the UDP) are now 15 years old, it is essential that as part of the emerging Core Strategy and Allocations Plan that this planning tool and the precise designations are reviewed in order to determine :
- Whether the Settlement Breaks still have an effective planning role
  - What justification there is for the retention of each Settlement Break
  - What contribution each Settlement Break has made in terms of providing corridors of greenspace
  - Whether any new development would be appropriate within each of the Settlement Breaks.
- 6.5 A detailed Settlement Break Review has been undertaken and the draft Report is available to view at :  
<http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7655/Committee/1563/Default.aspx>. Appendix C sets out a summary of the Settlement Break Review and the key findings. In short, the Review has concluded that :
- The majority of the Settlement Breaks have performed well to focus development primarily to the urban areas and brownfield land

- The potential for the South Sunderland Settlement Break (south of Doxford Park, Silksworth and Ryhope and north of the Burdon Lane) to meet long term development needs was acknowledged during the preparation of the UDP. Given the need to meet future housing needs to 2032, this Settlement Break should now be considered to provide for residential development in a comprehensive manner
- Around 90% of land in the remainder of the city's designated Settlement Breaks is recommended for retention and provides a key role to support green infrastructure. In many cases, these designations are affected by significant natural and physical constraints (for example, some Settlement Break sites are also functional floodplains) and continue to serve an important role in defining urban area boundaries, supporting urban regeneration and settlement character
- The remaining 10% of the Settlement Breaks (approximately 40 hectares) have less constraints, and may have the potential for development, subject to mitigation. These areas have less of a role to play in terms of settlement separation. There is also scope for appropriate constraints mitigation and damaging impacts to green infrastructure corridors.

## **7.0 NEXT STEPS**

- 7.1 The SHMA and the SHLAA are effectively technical reports and there is no formal requirement to undertake any formal public consultation. However, both the demand and supply of housing will be monitored annually through the Annual Monitoring Report.
- 7.2 Given the current economic conditions and relative unpredictability of the current house building industry, it is proposed to undertake interim assessments of the SHLAA, to ensure the information regarding housing land availability remains robust and up to date.
- 7.3 Upon approval from Cabinet, the draft Settlement Break Review will be made available for public consultation (in line with Core Strategy consultation) scheduled for April and May 2013. The consultation will enable the Review's findings and recommendations to be considered by local residents, statutory consultees, developers and landowners, and reviewed in line with further emerging Council evidence such as the SHLAA and Employment Land Update. Post-consultation, comments received will be evaluated and reported back to Cabinet (including any recommended changes) for further consideration and adoption.
- 7.4 Aligned to the need to review the designated Settlement Breaks, a review of the adopted Green Belt boundaries is shortly to be undertaken to ensure that these boundaries remain fit for purpose. This Green Belt Review will be presented to Cabinet for consideration at the earliest opportunity.
- 7.5 Collectively, these studies will add to and update the Council's existing suite of evidence which is required to support taking forward the emerging Core Strategy and Allocations Plan as 'sound' development plan documents.

## **8.0 REASON FOR DECISION**

- 8.1 The decision is required to provide essential evidence to inform corporate policy, and chiefly to support progression of the Core Strategy to proceed to its next stage (statutory consultation) in accordance with the Council's adopted Local Development Scheme.

## **9.0 ALTERNATIVE OPTIONS**

- 9.1 All local planning authorities are charged under the Planning and Compulsory Purchase Act 2004 with the preparation of a Local Development Framework (LDF), which must include a Core Strategy. They are also charged with preparing the LDF in accordance with the provisions of an approved Local Development Scheme.
- 9.2 The Core Strategy and its policies must be informed by a robust and up to date evidence base. The need for a Strategic Housing Market Assessment and Strategic Housing Land Availability Assessment are emphasised in the National Planning Policy Framework. The emerging Core Strategy retains policies regarding the scale and purpose of Settlement Breaks which have not been reviewed in 15 years since the Unitary Development Plan was adopted. To not undertake such updates in the light of the changing circumstances in the city would undermine the planning policy framework and could jeopardise the Core Strategy at Examination. Consequently, no alternatives can be recommended.

## **10.0 IMPACT ANALYSIS**

### **10.1 Equalities**

The SHMA, SHLAA and Draft Settlement Break Review form part of the family of supporting evidence documents to the Local Development Framework (LDF). The LDF is 'equalities' neutral by focussing on land use matters. However, an Impact Needs Requirement Assessment (INRA) has been completed.

### **10.2 Sustainability**

By law, planning must promote sustainable development and is the underlying objective of the LDF which itself is subject to a separate and mandatory Sustainability Appraisal.

## **11.0 OTHER RELEVANT CONSIDERATIONS**

### **11.1 Financial Implications**

Costs have arisen from developing the evidence base and will arise from the proposed consultation. Funding will be met from contingencies allocated to the LDF.

## APPENDIX A

### THE STRATEGIC HOUSING MARKET ASSESSMENT (SHMA) 2013 : SUMMARY

#### Introduction

A1. The 2012 Sunderland Strategic Housing Market Assessment is a major research study which will help to shape the future planning and housing policies of the area. The research will help inform the production of planning documents and housing strategies. This research provides an up-to-date analysis of the social, economic, housing and demographic situation across the District.

The study has been carried out by arc<sup>4</sup> Ltd and has included:

- A sample survey of households across the Sunderland area. A total of 33,350 households were contacted and 4,104 questionnaires were returned and used in data analysis. This represents a 12.3% response rate overall and total number of questionnaires returned was well in excess of the 1,500 specified in Government guidance;
- Interviews with key stakeholders including Local Housing and Planning Authority representatives, Registered Providers (RPs), Estate Agents, Lettings Agents, Developers, Supporting People representatives;
- A review of recently released 2011 census data which has been used to ensure that the research is up to date and fully reflects recent trends in the housing market;
- A review of other relevant secondary data including house price trends, CORE lettings data and CLG Statistics.

A.2 The findings from the study provide a robust and defensible evidence base for future policy development which conforms to the Government's Strategic Housing Market Assessment guidance.

#### Housing market context

##### *House prices*

A.3 Median house prices across Sunderland have increased from £45,125 in 2000 to £112,250 in 2012, an increase of 148.7%. Higher priced areas include the Northern Coastal area of the City, Washington and the Southern Suburbs of the City. Compared with other Districts in the North East, Sunderland remains relatively affordable and is the most affordable District in Tyne and Wear.

##### Dwelling stock

A.4 There are currently a total of 123,304 residential dwellings across Sunderland and a total of 119,758 households. In terms of dwelling stock, 2011 Valuation Offices Agency reports that:

- 69.4% of properties are houses (7.5% detached, 34% semi-detached and 28% terraced), 14.1% are flats, 16.1% are bungalows and for 0.4% are other types/not known;
- 11% have one bedroom, 34.8% have two bedrooms, 47.1% have three bedrooms, 6.6% have four or more bedrooms and for 0.4% of properties the number of bedrooms are not known;
- 59.8% of occupied dwellings are owner occupied, 27.3% are affordable (social/affordable rented and intermediate tenure) and 12.9% are private rented<sup>4</sup>
- According to the 2011 Housing Strategy Statistical Appendix there were 4,761 vacant dwelling representing around 3.8% of total dwelling stock.

#### Demographic drivers

A.5 The population of the City of Sunderland in 2011 was 275,506<sup>5</sup>. The Office of National Statistics project that this will increase by 3.1% to 283,966 by 2021. During this time

---

<sup>4</sup> ONS 2011 Census

period, the population will age slightly. The proportion of residents aged 60 or over is expected to increase from 23.7% in 2011 to 26.6% and the proportion of residents aged 75 and over is projected to increase from 8% to 9.2%. The number of residents aged 85+ is expected to increase from 5,250 in 2011 to 7,757 in 2021, an increase of 47.7%.

### **Economic drivers**

A.6 Across Sunderland, lower quartile earnings<sup>6</sup> are £17,295 (compared with £17,592 regionally) and median earnings are £22,048 (compared with £23,676 regionally) 65.4% of heads of household in employment work within Sunderland<sup>7</sup>. Of the 34.6% who work outside the Borough, 7.1% work in Newcastle, 6.4% in Gateshead, 9.1% in County Durham.

### **Market areas**

A.7 The Department of Communities and Local Government (CLG) suggests that a housing market is self-contained if upwards of 70% of moves (migration and travel to work) take place within a defined area.

A.8 The 2012 household survey identified that 84.4% of households moving within the preceding 5 years had moved within Sunderland and can be described as a self-contained housing market area in terms of household mobility. However, survey evidence suggests that fewer than 70% of residents live and work in Sunderland and the City is part of a broader functional market area extending into County Durham and elsewhere in Tyne and Wear (Newcastle, Gateshead and South Tyneside in particular).

### **Housing need and affordable housing**

A.9 Housing need is defined as 'the quantity of housing required for households who are unable to access suitable housing without financial assistance'. A key element of the study is to explore the scale of housing need and the extent to which additional affordable housing is needed.

A.10 The accepted definition of affordable housing is, 'either social/affordable rented or intermediate housing which is provided and made available to eligible households (i.e. those who lack their own housing or live in unsuitable housing) who cannot afford to meet their needs through the market. Intermediate affordable housing is housing at prices and rents above those of social rents, but below market prices or rents.'

A.11 The scale of affordable requirements has been assessed by taking into account the annual need from existing and newly-forming households within Sunderland City drawing upon household survey data and comparing this with the supply of affordable (social/affordable rent and intermediate tenure dwellings). Without factoring in potential new build, the overall net shortfall is **514 affordable dwellings** across Sunderland each year over the next five years. It is important to regularly monitor overall housing need but it is not unreasonable to assume this level of shortfall over longer time periods. This figure is a measure of the extent to which the requirement for affordable housing is greater than the current supply. Table ES1 provides a summary of annual affordable shortfalls by Development Area and points to a particular shortfall in one and two bedroom general needs and 3+ bedroom general needs housing.

---

<sup>5</sup> ONS 2011 Census

<sup>6</sup> 2011 Annual Survey of Hours and Earnings via NOMIS

<sup>7</sup> 2012 household survey

**Table ES1 : Annual affordable housing requirements by property size and designation (general needs/older person) 2013/14 to 2017/18**

Dwelling size/designation	Development Area					
	Sunderland North	Sunderland South	Sunderland Central	Washington	Coalfield	Total
Smaller 1/2 General Needs	143	76	26	59	45	350
Larger 3+ General Needs	11	89	31	-35	67	163
Older 1/2 Bedroom	0	23	-2	9	-28	2
<b>TOTAL</b>	<b>154</b>	<b>188</b>	<b>55</b>	<b>33</b>	<b>84</b>	<b>514</b>

NB. There has been an annual average of 281 Registered Provider completions over the past 5 years. Assuming new build continues at this rate, the net annual shortfall would reduce to 233.

### Market demand

A.12 The range of open market dwellings moved into over the past five years by existing, in-migrant and newly-forming households is summarised in Table ES2. Estate Agents comment that at present the housing market is generally weak, with sales activity limited and prices static or falling. Traditional family housing (three and four bedroom semi-detached, detached and terraced was seen to be in the most demand).

**Table ES2 : Range of market dwellings moved into over the past 5 years.**

Property Type	Local Housing Market Area (%)						
	Northern Suburbs	Northern Coastal	Inner Urban Area	Southern Suburbs	Coalfield Communities	Washington	Total
Detached	5.4	1.8	5.6	10.7	23.1	14.9	10.9
Semi-Detached	43.4	28.5	15.5	37.5	21.0	26.5	28.8
Terraced	23.5	23.2	23.8	14.3	42.2	32.1	24.7
Sunderland Cottage	19.9	23.0	15.1	6.2	0.0	0.0	8.8
Bungalow	0.0	0.0	16.0	7.0	9.2	8.0	8.0
Flat	7.9	23.5	24.0	23.6	4.6	18.6	18.6
Other	0.0	0.0	0.0	0.6	0.0	0.0	0.2
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Base (actual household survey responses)	1836	1693	3850	6255	2901	3068	19602
No. Bedrooms	Local Housing Market Area (%)						
	Northern Suburbs	Northern Coastal	Inner Urban Area	Southern Suburbs	Coalfield Communities	Washington	Total
One	10.6	12.0	10.7	7.5	1.6	5.1	7.6
Two	43.5	47.1	62.9	50.7	40.9	37.6	48.6
Three	40.0	37.4	23.7	32.4	42.8	41.4	34.8
Four+	5.9	3.5	2.7	9.3	14.8	15.9	9.0
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Base (actual household survey responses)	1836	1596	3749	6223	2801	3036	19240

A.13 DCLG 2008-based household projection data indicates that the total number of households across Sunderland is projected to increase by around 720 each year over the period 2008 to 2033. Across Sunderland there is a ratio of 1.03 dwellings to households according to the 2011 census. Therefore, there is a need to deliver 742 dwellings each year to satisfy the housing requirements of an additional 720 households.

### **Older people and adaptations**

A.14 Addressing the accommodation requirements of older people is going to become a major strategic challenge for the Council over the next few decades, with the number of residents aged 65 or over expected to increase.

A.15 The majority of older people in Sunderland want to remain in their current home with support when needed (65.6%). There is considerable interest in alternative forms of older persons' provision including sheltered housing (24.7%), extra care housing (17.4%) and co-housing (9.9%) in addition to buying on the open market (15.4%).

A.16 This suggests a need to continue to diversify the range of older persons' housing provision. Additionally, providing a wider range of older persons' accommodation has the potential to free-up larger family accommodation.



## APPENDIX B

### THE STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT (SHLAA) 2013: SUMMARY

#### Background and current position

B.1 A top priority for Government is to ensure that land availability is not a constraint on the delivery of new homes and that a more responsive approach is taken to land supply at a local level. As such the National Planning Policy Framework (2012) requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide five years worth of housing against their housing requirements with an additional buffer of 5% (moved forward from later in the plan period) to ensure choice and competition in the market for land. Where there has been a record of persistent under delivery of housing, local planning authorities should increase the buffer to 20%.

- To be considered deliverable, sites should be available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within five years and in particular that development of the site is viable.
- To be considered developable, sites should be in a suitable location for housing development and there should be a reasonable prospect that the site is available and could be viably developed at the point envisaged.

B.2 The supply of land is demonstrated through the production of a Strategic Housing Land Availability Assessment (SHLAA), which assesses sites for their housing potential and when they could be developed. This is the fourth SHLAA that the Council has prepared to satisfy national policy requirements and looks at the potential land supply for housing for the period 2013 to 2028.

B.3 It must be emphasised that the SHLAA is not a policy document that formally determines whether a site should be allocated or developed for housing purposes. The SHLAA is an integral part of the evidence base that will inform both the Core Strategy and the city's Local Development Framework (LDF). It is the role of the LDF to determine which specific sites are to be allocated for housing purposes to best meet the objectives of the Council. Without the SHLAA, the LDF could be proved to be unsound and as such it could be struck down at Examination.

B.4 In addition to considering the long term potential of housing land, local authorities are also required to demonstrate that they have a supply of deliverable land for housing for the next five years in line with the NPPF. This requirement is also in place for the provision of sites for Gypsy and Travellers and Travelling Showpeople. In the event that a five year supply cannot be met, the local planning authority may have to favourably consider planning applications for housing on unallocated sites. The role of the SHLAA is therefore an important material consideration in the determination of planning applications.

B.5 Key requirements of a SHLAA are set out in NPPF and CLG Practice Guidance are:

- A list of sites, cross-referenced to maps showing locations and boundaries;
- Assessment of the deliverability and developability of each identified site to determine realistically when a site might be developed;
- The potential quantity of housing that could be delivered on each identified site;
- Constraints on the delivery of identified sites and recommendations on how these constraints could be overcome.

## Main elements of the SHLAA 2013

### Setting the city's housing requirements

B.7 In setting housing requirements (especially the 5 year targets), the control figure has always been taken from the Regional Spatial Strategy as the most recently adopted Development Plan for the City. However, given that it will soon to be revoked (under the Localism Act 2011), work has been undertaken on producing more up to date housing requirements through the preparation of the Core Strategy which is based on more up to date evidence of the city's housing needs.

B.8 There is no government advice as to how the housing target should be set in the absence of an up to date Regional Strategy. Advice through appeal decisions through out the country is mixed and gives no firm steer on setting the target.

B.9 As such, the SHLAA supply has also been set against two options

- The RSS as the current adopted development plan for the City
- The emerging Core Strategy Revised Preferred Options Draft (April 2013)

B.10 The RSS baseline requirement is shown as follows :

**Table 1 : Sunderland RSS housing requirements 2013/14- 2027/28**

	2013/14- 2017/18	2018/19- 2022/23	2023/24- 2027/28	Total
Total Requirement	6225	6235	5665	18125

B.11 The emerging Core Strategy (Revised Preferred Options Draft 2013) proposes at this stage to provide some 15,000 new homes (net) over the 20 year period (between 2012 and 2032). Adjusting this for the 15 year SHLAA period results in the following:

**Table 2: Core Strategy based housing requirements adjusted to the 15 year SHLAA period (2013/14- 2027/28)**

	2013/14- 17/18 (Years 1-5)	2018/19 -22/23 (Years 6-10)	2023/24- 2027/28 (Years 11-15)	Total (Years 1-15)
Total	3290	3725	4050	11065

B.13 The Core Strategy Preferred Options Draft 2013 has limited weight in planning terms due to the stage of the process it is currently at. Whilst the housing numbers proposed are based on more up to date evidence, they have limited weight at this current time given they have not been subject to independent scrutiny at a Public Examination.

### Identifying sites and determining their deliverability

B.15 To ensure a common framework for SHLAAs in the North East Region and to ensure a reasonable degree of consistency across the Region in the way data is collated and recorded, a SHLAA Regional Implementation Guide was published by the now abolished North East Assembly, which reflected the core outputs of Communities and Local Government (CLG) good practice guidance.

B.16 A sub-regional key stakeholder partnership for Tyne and Wear was established along with a key stakeholder panel to assist in the production of SHLAAs within Tyne and Wear. The panel comprises lead local authority officers, representatives from Registered Social Landlords, the Royal Institute of Chartered Surveyors, Home Builders Federation and a planning consultant. The panel allows for regular SHLAA discussions and consultations with Tyne and Wear authorities to take place.

B.17 The SHLAA process has assessed a range of sites including:

- those with planning permission
- those in the Unitary Development Plan (UDP)
- those in the Interim Strategy for Housing Land (ISHL)

- sites suggested through pre-application and other discussions
- sites forwarded by developers and landowners through the local authority's call for sites
- Sites that are allocated for other uses that have been identified as being potentially surplus such as through the Employment Land Review (2012), the Greenspace Audit (2012) and the draft Settlement Break Review (2013).

B.18 This year consideration has focussed on new sites suggested by developers or others and amendments due to changes in the status of the sites included in last year's schedule. The changes include deletion of completed sites or sites re-developed for other purposes; changes to site boundaries; and amendments to capacity estimates. The changes are described in the new schedule.

B.19 In accordance with the agreed SHLAA methodology certain sites with challenging development constraints have been excluded from the assessment at the outset, such as those within a Site of Special Scientific Interest (SSSI) or flood risk Zone 3B (functional floodplain) and Green Belt allocation.

B.20 To assess whether sites are deliverable or developable, consultations will take place with a range of experienced and expert participants from both within and outside the council to ensure that information gathered is accurate and a true perspective is gained. Information will also be placed on the City Council's website and members of the public will be given the opportunity to submit comments on the deliverability of sites. Any changes to the SHLAA following these exercises will be incorporated into the document and any significant changes will be reported back to the Cabinet.<sup>8</sup>

### Main elements of the SHLAA 2013: Results

B.21 Table 3 sets out the main results from the 2013 SHLAA, giving an indication of the total number of potential deliverable and developable dwellings within the next 15 years. In line with the NPPF requirements with regards a record of persistent under delivery of housing, the 20% buffer has been applied to both the Core Strategy base line housing requirements and the RSS base line requirements for the first five years supply. The table also provides a comparison with the housing requirements from Tables 1 and 2.

**Table 3 : SHLAA results**

	<b>2013/14- 2017/18 Years 1-5</b>	<b>+ 20% buffer in Years 1-5</b>	<b>2018/19- 2022/23 Years 6-10</b>	<b>2023/24- 2027/28 Years 11-15</b>	<b>Total dwellings Years 1- 15</b>
<b>Core Strategy requirement</b>	<b>3290</b>	3948	3725	4050	11065
<b>RSS requirement</b>	<b>6225</b>	7217	6235	5665	18125
<b>SHLAA supply</b>	<b>6471 (Deliverable)</b>	<b>6471 (Deliverable)</b>	<b>7433 (Developable)</b>	<b>2270 (Developable)</b>	<b>16174</b>

B.22 Overall the estimated capacity of identified deliverable and developable sites is more than the requirement for the 15 year period based on Core Strategy requirements, with a five year supply of sites also available.

B.23 This is quite the opposite when comparing the supply against the RSS requirements, with a considerable shortfall in both the overall 15 year period and in the 5 year supply.

<sup>8</sup> This is currently being undertaken

B.24 In the first 5 years, the SHLAA has identified a deliverable housing capacity of 6,471 homes which is well in excess of the 3,948 5 year requirement for Core Strategy but is below the 7217 RSS requirement.

B.25 The implications for not being able to demonstrate a 5 year supply of deliverable housing sites is that when planning applications are received relevant policies for the supply of housing will not be considered up-to-date. This may result in sites which may have once been considered unacceptable to develop, for example due to being greenfield in nature or within Settlement Breaks which the Local Planning Authority have previously sought to protect, becoming vulnerable to development.

B.26 The lack of a five year housing supply makes many sites vulnerable to be challenged for housing development purposes. The SHLAA does identify a series of 'developable' sites in its latter periods. As such, further work must be undertaken for these sites to see how the Local Authority can assist in overcoming any identified constraints and making them more 'deliverable', resulting in an increased 5 year supply.

B.27 With regards where sites are available for development, Sunderland South and Coalfield can bring forward the majority of the first 5 year requirements, with Sunderland South continuing to supply high numbers of dwellings for the remainder of the SHLAA period. This is due to the plans within the South Sunderland growth area and the large expansion of the city onto these sites.

B.28 However North Sunderland and Washington continue to be constrained in the amount of housing they can bring forward due to their built up nature and restrictions to expansion, notably by the Green Belt.

B.30 The sites within years 1-5 are the most important, as these are the deliverable sites which have no major constraints to their early development and have been identified as being suitable for housing purposes. It is expected that over time sites within years 6-10 and 11-15 will overcome their constraints and come forward to ensure a continuous supply of deliverable and developable sites.

### **Next steps**

B.31 The key issue with regards the SHLAA is the document on which the housing requirement is based upon. Presently it is the adopted RSS plan, however this is expected to be revoked within the next few months. The emerging Core Strategy has limited weight due to its position in the plan process. The position for several months still requires the reliance on RSS until it is revoked, however the position after this is unclear. To try and gain a clear understanding on what to rely on for housing requirement purposes post RSS the Planning Inspectorate has been contacted to seek further advice. On the basis of continuing to rely on RSS consideration will be given to the following measures in sequence.

- The supply of potential developable housing sites identified in the 6-10 year period are to be considered in more detail to determine if assistance can be given to overcome constraints and move sites forward to boost the 5 year supply. Once this exercise has been undertaken the supply of housing land will be monitored on a 6 monthly basis and managed to ensure that a continuous five years supply of deliverable sites is in place.
- Use the forthcoming Green Belt Review to identify whether there are sustainable development opportunities which could feed into the 6 month SHLAA update.
- New sites that have not been previously identified may well come forward in the meantime and will be taken into consideration in the monitoring process and subsequent revisions of the SHLAA. The monitoring of the supply of deliverable sites will be linked to the City Council's LDF Annual Monitoring Report review process.

B.32 Work will continue on identifying a five year supply of sites for Gypsy and Travellers, which will be incorporated into the autumn update of the SHLAA.

## APPENDIX C

### THE DRAFT SETTLEMENT BREAK REVIEW 2013 : SUMMARY

#### Introduction

C.1 This report provides a draft review of the city's Settlement Breaks (or 'green wedges'). The key role of this report is to provide supporting evidence to underpin the forthcoming new development plan for the city, the Local Development Framework (LDF).

C.2 All councils are required by law to prepare and maintain up-to-date development plans that set out a long-term blueprint for the future (normally over 15 to 20 years) of their area. The planning policies set out in these plans must be informed by robust evidence.

C.3 The current development plan for Sunderland, the Unitary Development Plan (UDP), was adopted in 1998. The current Settlement Break policy (contained in the UDP) is therefore 15 years old, and in need of update.

#### National policy background

C.4 The UK Government has embarked on an ongoing reform of the planning system. Fundamentally, it has sought to remove centralised controls and give local communities and areas greater control over their own futures. *The Localism Act (2011)* provides the main legislation by which this transfer of power will come.

C.5 National planning policy was previously set out in 25 separate themed policy statements. In March 2012, the *National Planning Policy Framework (NPPF)* was published. This has consolidated and simplified all national policies into a single document. The objective underpinning the NPPF is the presumption in favour of sustainable development whereby plans must support sustainable growth.

C.6 There is no specific reference to Settlement Breaks or green wedges in the NPPF. However, the Framework emphasises that Local Plans should allocate land with the least environmental or amenity value, and must reflect the vision and aspirations of local communities whilst aligning to the presumption in favour of sustainable development. It also advocates the need to plan positively for the creation, protection, enhancement and management of networks of biodiversity and green infrastructure.

#### The Local Development Framework (LDF)

C.7 A new Local Development Framework (LDF) is being prepared to replace the UDP. At the heart of this plan lies the Core Strategy, which says how the city will change by 2032 by setting out the spatial vision and aims and the strategic policies required to deliver that vision. Most policies in the Core Strategy are not site specific. Taking its lead from the Core Strategy, a city wide Allocations Plan will provide the site specific detail. This may also be supplemented by Neighbourhood Plans which relate to small distinctive localities.

C.8 The new LDF will provide a clear and consistent approach that will direct sustainable sites across the city. Supporting evidence such as this Settlement Break Review is crucial to this approach, ensuring that policy is accurate, appropriate, realistic and up-to-date, enabling certainty for developers and communities as to how their proposals for development will be considered by the Council. By providing certainty, the Core Strategy will also enable the Council to attract more funding and attract more investment (from businesses, residents and visitors). This will naturally help to create more jobs, attract new residents and sustain and enhance essential services and facilities such as shops, schools, doctors.

#### History and Purpose of Settlement Breaks in Sunderland

C.9 Settlement Break policy in Sunderland can be traced back almost 50 years. The Sunderland Periphery Town Map (1965) included policies to maintain the separate identity of Ryhope, Silksworth and Doxford Park by protecting the open land between. The Tyne and Wear Structure Plan also resisted intrusion into open countryside.

C.10 The 1998 UDP provides a specific Settlement Break policy, CN6:

**CN6**

**IMPORTANT OPEN BREAKS AND WEDGES WITHIN AND BETWEEN SETTLEMENTS WILL BE RETAINED AND ENHANCED.**

C.11 Settlement Breaks are identified in specific locations in South Sunderland and the Coalfield, relating to 'white land' countryside areas that are not afforded Green Belt protection.

C.12 The supporting text of the UDP also lists 3 key functions of Settlement Breaks, namely that they:-

- help to retain the distinct physical characteristics of the City's constituent communities
- assist in the regeneration of the older or poorer quality urban areas by focusing resources and investment into the built-up area
- provide open space lungs, sometimes incorporating leisure/recreational facilities which help to alleviate local deficiencies (e.g. the Ryhope-Silksworth crescent)

C.13 These functions are still broadly relevant. The use of Settlement Breaks to help ensure that new development is focused upon the existing built-up area is still of prime significance, and strongly relates to Spatial Objective 1 of the emerging Core Strategy. This in turn has helped to stem encroachment and retain the distinctiveness of many communities, if such distinction exists in the first place. The Settlement Breaks have also helped to preserve vital green infrastructure corridors across the city, although the necessity for these corridors to incorporate leisure and recreational facilities is not obvious.

<b>Core Strategy Spatial Objectives</b>
<p><b>1. Spatial Development and Growth</b></p> <p>Ensure an appropriate distribution and balance of employment, housing growth and other competing land uses in the context of maximising the reuse of previously developed land so as to minimise the urbanisation of greenfield land, whilst planning for sustainable growth of the city's population, including the retention of young economically active age groups.</p>

C.14 However, the need for Settlement Breaks has to be balanced against a number of other factors, including the need for the city to identify sufficient land to meet its development needs, and recognising that there is a finite resource of brownfield / vacant land in built-up areas. There is also growing pressure to allow development within Settlement Break land. These issues need to be considered in light of the NPPF advocating the need to increase economic and housing growth delivering sustainable patterns of development and recognition of the fact that Settlement Breaks cannot be given the same level of protection as Green Belt land.

C.15 The key purpose of this Settlement Break review is to consider:

- Whether the Settlement Breaks still have a role
- What justification there is for the retention of each Settlement Break
- What contribution each Settlement Break has in terms of providing Green Infrastructure
- Whether any parcels of land within each of the Settlement Breaks could be released to provide opportunities for sustainable development.

**Objectives and Methodology**

**C.16** The report provides informed recommendations relating to the future way forward for each Settlement Break. These recommendations are based upon physical, natural and historic constraints affecting the area, the history of neighbouring settlements and the function of the Settlement Break itself. They are also guided by national and local policies, strategies and masterplans, including:

- The NPPF, and the presumption in favour of sustainable development
- The Sunderland Strategy and Economic Masterplan
- The vision and spatial objectives of the Core Strategy.

C.17 This review is the first known comprehensive assessment of each Settlement Break in the city, providing draft recommendations to be further considered in consultation. The assessment has involved site visits taking place using constraints maps and a proforma guide to gain an appreciation of each environment. Local publications, websites and historic maps were also used to depict the evolution of the settlements surrounding the Settlement Breaks. Concluding comments have considered the appropriateness and strength of each area in terms of their Settlement Break role and in supporting green infrastructure, and recommendations are also made as to whether the breaks should be retained, partially retained or deleted.

### **Key findings**

C.18 Overall, the majority of the Settlement Breaks have performed well. It is clear in most cases that settlement distinction and identity has been supported, whilst at the same time new development has been focused primarily on the urban area and often on brownfield land. These breaks have played a key role in helping to preserve green infrastructure corridors within and on the fringes of our built-up areas.

C.19 The South Sunderland Settlement Break (south of Doxford Park, Silksworth and Ryhope and north of the Burdon Green Belt) is a separate entity to the rest of the Settlement Breaks in that it was earmarked for longer-term development beyond the lifetime of the UDP. There are significant constraint issues influencing the area, including the need to retain green infrastructure north-south, and to preserve landscape features and views afforded by the Magnesian Limestone plateau. Nevertheless, the area as a whole provides a unique opportunity for the city for large-scale residential development.

C.20 Beyond the South Sunderland Settlement Break, around 90% of land in the remainder of the city's designated Settlement Breaks is recommended for retention. Cumulatively, this land has a key green infrastructure role to play, and in many cases is affected by significant natural and physical constraints. They also continue to serve an important role in defining urban area boundaries, supporting urban regeneration and settlement character.

C.21 The remaining 10% of land (approximately 40 hectares) has less cumulative constraints, and may have the potential for development, subject to careful and sensitive mitigation. These areas have less of a role to play in terms of settlement separation. There is also scope for appropriate constraints mitigation and damaging impacts to green infrastructure corridors.

C.22 Figure 1 illustrates the findings of the Draft Settlement Break Review in terms of the development potential of the parcels of land comprising the Settlement Break designations.

C.23 These draft findings need to be further considered in line with public consultation responses, and emerging evidence such as the city's 2013 Strategic Housing Land Availability Assessment (SHLAA) and 2012 Employment Land Update.

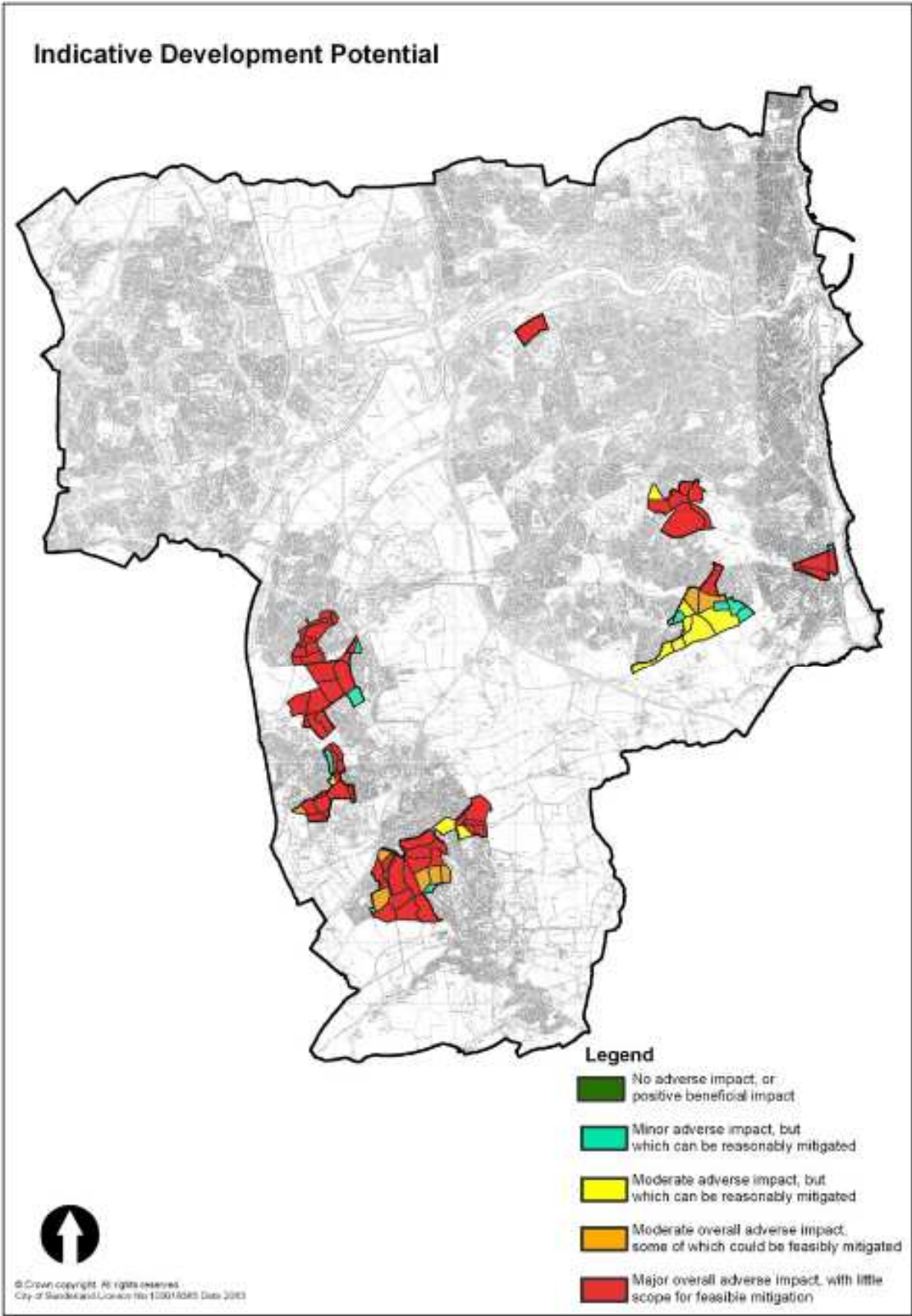
### **Next Steps**

C.24 Upon approval from Cabinet, the draft Settlement Break Review will be made available for public consultation (in line with Core Strategy consultation) in May. The consultation will enable the reports findings and recommendations to be considered and reviewed in line with further emerging Council evidence such as the SHLAA and Employment Land Update. In particular, it will provide opportunity for landowners and local residents to challenge the recommendations, put forward potential constraints mitigation or alternatively identify further constraints.



C.25 Post-consultation, the final revised report will be re-submitted to Cabinet for further consideration and adoption. The adopted report will provide key supporting evidence to the Core Strategy as well as informing site specific policies that will be set out in the forthcoming Allocations DPD, and inter-related reports and assessments, such as the Strategic Housing Land Availability Assessment and (proposed) Green Infrastructure Strategy.

Figure 1 : Indicative Development Potential of the Settlement Break Sites.



## SCRUTINY COMMITTEE

25 APRIL 2013

### MONITORING THE DELIVERY OF AGREED SCRUTINY RECOMMENDATIONS

#### REPORT OF THE CHIEF EXECUTIVE

#### 1. Purpose of the Report

- 1.1 To provide the Scrutiny Committee with progress in relation to the implementation of agreed scrutiny recommendations from previous policy reviews conducted by the relevant scrutiny committees during 2010/11 and 2011/12 respectively. This is the second of two reports to be considered by the Scrutiny Committee.

#### 2. Background

- 2.1 Following the reorganisation of the scrutiny function in 2012, it is now the responsibility of the Scrutiny Committee to monitor progress against the recommendations in relation to all previous policy reviews the scrutiny function has undertaken.
- 2.2 This report outlines progress on the remaining eight policy reviews undertaken in 2010/11 and 2011/12.
- 2.3 At its meeting of 14 June 2012, the Scrutiny Committee revised the monitoring arrangements in relation to policy reviews whereby only the previous two years worth of recommendations are monitored. It was also agreed that monitoring is done by exception, which in practice means that those recommendations that fall into the blue (not deliverable), amber (on schedule) or red (not on schedule) categories are the only issues considered by the Committee. This is to ensure that the Scrutiny Committee does not become over burdened in its capacity to monitor recommendations.

#### 3. Current Position

- 3.1 The recommendations, formerly agreed by Cabinet and partner organisations as part of the various policy reviews, will deliver a range of improvement activity. A full overview of progress is attached at **Appendices A-H**. The table overleaf provides a summary of the number and percentage of actions that have been achieved, are on schedule to be achieved, are not now deliverable, or are not on schedule to be achieved.

Policy Review	Rag Key			
	● Green (achieved)	● Blue (not deliverable)	● Amber (On schedule)	● Red (Not on schedule)
<b>2010/11</b>				
The Role of Culture in Supporting Sustainable Communities	0	7	1	1
Smarter Working	0	3	0	5
Learning at Work	0	28	1	20
Low Carbon Economy	0	7	0	4
<b>2011/12</b>				
Demonstrating Local Accountability	0	4	0	7
Rehabilitation and Early Supported Discharge	0	1	0	10
Low Carbon Vehicles in the Delivery of Public Services	6	4	0	3
Veterans	0	3	0	11

3.2 The Scrutiny Committee may ask the scrutiny lead member with the relevant remit to undertake further work on behalf of the Committee where any issues of concern are highlighted for those recommendations that are in the red, amber, blue categories.

#### 4. Recommendations

4.1 It is recommended that the Scrutiny Committee:-

- (a) Notes the progress towards completion of the actions detailed within the Action Plans appended to this report (**Appendices A-H**) and seeks clarification on content where felt appropriate; and
- (b) Where issues of concern are highlighted, agrees to commission the relevant scrutiny lead member to undertake further work and report back to the Scrutiny Committee

#### 5. Background Papers





5.1 Scrutiny Committee agenda 14 June 2012, scrutiny committee papers  
2010/11 and 2011/12



---

Contact Officer: Helen Lancaster Scrutiny Coordinator  
0191 561 1233  
[Helen.lancaster@sunderland.gov.uk](mailto:Helen.lancaster@sunderland.gov.uk)

## Appendix A

Sustainable Communities Scrutiny Committee: The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11

Review Progress Summary				
 not on schedule	 on schedule	 undeliverable	 achieved	Total
0	7	1	1	9

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
<b>A</b>	The Committee be kept updated on the outcome of the service reviews being undertaken relevant to the provision of cultural services in the city	Committee to be given update on following reviews :- <ul style="list-style-type: none"> <li>- Neighbourhood Services Management Review</li> </ul> <p>Note - this is now known as Culture, Sport and Leisure Review</p>	Culture and Tourism  (JDG/AF)	Ongoing		Recent developments include <ul style="list-style-type: none"> <li>• Transfer of Museums Service from Tyne and Wear Archives and Museums (TWAM) to Sunderland City Council</li> <li>• Establishment of a vision for future Library Services currently subject to comprehensive consultation</li> </ul> <p>Reports will be brought to Committee at appropriate points in the review process</p>
<b>B</b>	The Council examine the full cultural offer being delivered by all providers to residents in the city in order to determine whether there is any duplication or gaps in service provision and ensure that we are capturing the full contribution of the voluntary and community sector	A full audit of all cultural services to be undertaken, including provision not delivered through the City Council	(CDA/JDG)	Dec 2013		Action to be deferred to 2013/14 to enable consideration during the refresh of the Cultural Strategy which will incorporate a stakeholder analysis

## Appendix A

Sustainable Communities Scrutiny Committee: The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11

						A sport and physical activity audit has now been completed as part of a separate 2011/2012 Scrutiny Review.
<b>C</b>	Service providers look at mechanisms for improving joint working and cooperation, particularly with the community and voluntary sector	An audit of activity to be undertaken that details where duplication takes place.	(CDA/JDG)	Dec 2013	●	<p>The sport and physical activity audit – see (b) above – has identified the level of sport provision across the city, including the community and voluntary sector and a separate review action plan has incorporated this action.</p> <p>Other areas of culture will be incorporated as part of the refresh of the Cultural Strategy.</p>
<b>D</b>	The Council investigates the potential of improving visitor information, including signage at the Wearmouth-Jarrow World Heritage Site	Report to be presented including current works and further potential	Culture and Tourism (JFH)	October 2013	●	<p>Works have been completed as part of the World Heritage Status Bid. There is now new interpretation on site and way-markers to the site from St Peter's Metro Station with similar works carried out at St Pauls.</p> <p>Ongoing signage and interpretation will be captured as part of St Peter's Landscape Vision. Update:</p> <p>Options for the future</p>

## Appendix A

Sustainable Communities Scrutiny Committee: The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11

						development of World Heritage Site are currently being considered.
<b>E</b>	The council's Area Committees be invited to consider the potential of compiling a database of heritage assets based upon the work conducted by the Coalfield Area Committee	<ul style="list-style-type: none"> <li>- Findings of Coalfield work to be presented to Scrutiny</li> <li>- Overview of work and recommendation to all Area Committees</li> </ul>	Community Services / VM and Area Committees	September 2013	●	<p>Coalfield and North Area Committees have both identified heritage as a priority and now fund a Community Heritage Development Officer to take forward heritage priorities in both areas. The officers employed are working with the voluntary and community sector to raise the profile of heritage in the areas and to deliver a programme of events and activities, as well as building information databases and providing advice and information for groups and individuals.</p> <p>Continued development of heritage focused activity within Coalfield and North Area will be captured as part of heritage priorities identified through the development of a heritage priority plan as below.</p>
<b>F</b>	The council should further explore ways of working with the private sector in order to support the concept of making use of unused or underused space in	Report to Scrutiny on work undertaken	Community Services (JDG/TM)	February 2012	●	Some activity has already taken place. This is an ongoing programme involving Sunderland University, National Glass Centre and Northern

**Appendix A**

Sustainable Communities Scrutiny Committee: The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11

	<p>the city as a home for gallery space or mini art centres</p>			<p>Gallery for Contemporary Art.</p> <p>Work to support a potential Creative People and Places funding bid for Sunderland is underway which will explore and maximise opportunities for increased gallery usage</p> <p>Working with Sunderland University (as an affiliated partner) the City Council has development proposals to support the delivery of Creative People and Places Bid agenda. Outcome of bid to be known Spring 2013</p> <p>Recent activity of making use of unused or underused space includes:</p> <p>Northern Gallery for Contemporary Art (NGCA) has utilised the former Tourist Information Centre (TIC) street-level space to create micro-exhibitions, which enhanced the city's offer for the AV Festival in March 2012, and for the Simon Martin exhibition in February - April 2013."</p> <p>NGCA has offered advice to young curators to increase the number of Arts Council bids</p>
--	---	--	--	--



## Appendix A

Sustainable Communities Scrutiny Committee: The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11

						<p>from the city and for activity in the city centre. This has included leading groups of graduating postgraduate students to empty spaces (thePlace, TIC when not used). Support and guidance has also been offered to independent curators who are potential applicants for external funding to bring funds to the city.</p> <p>NGCA is working with the Northern Centre for Photography to include The Bridges in their festival of photography in mid-October to mid-November 2013 and to ensure that artwork is seen in spaces outside of existing arts venues</p>
<b>G</b>	The Council seeks to maximise the potential of seeking private sector sponsorship and the use of Gift Aid as a means of generating additional funding	Report to Scrutiny	Community Services (TM)	September 2013	●	This is particularly relevant to Museums. Work is progressing to following the transfer of the Museums Service from Tyne and Wear Archives and Museums to Sunderland City Council to establish processes to maximise the use of Gift Aid and to secure sponsorship for exhibitions and programmes
<b>H</b>	The Committee receive a further report on ethnic diversity and the	Report to Committee but to note quite a specialist area to examine,	NA	NA	●	It is considered that this action is out of date. Since the

**Appendix A**

Sustainable Communities Scrutiny Committee: The Role of Culture in Supporting Sustainable Communities: Policy Review recommendations 2010/11

	role of culture in supporting sustainable communities	that requires a dedicated resource				Scrutiny Report the Council has integrated the requirements of the Public Sector Equality Aims within all activities and reviews. The PSED requires us to consider and support any impact across 9 protected characteristics including ethnic diversity.
--	---	------------------------------------	--	--	--	--

Appendix B

Management Scrutiny Committee  
Smarter Working

Review Progress Summary				
not on schedule	on schedule	undeliverable	achieved	Total
0	3	0	5	8

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
A	<b>That a robust evaluation process is developed and implemented on an ongoing basis to capture both the qualitative and quantitative data, that provides a measure of the impact of smarter working on the organisation and its staff.</b>	To develop a Smarter Working Evaluation Questionnaire.  To regularly survey staff/services who have moved to new ways of working.	Helen Townsend	Development by March 2011  Rollout – first rollout by March 2011, then at six monthly intervals thereafter.  Last evaluations August 2012		A detailed evaluation questionnaire was developed in December 2010, and piloted with the first teams of staff who moved to Smarter Working in January 2011. This questionnaire will be rolled out every six months to staff who have moved to Smarter Working, so that findings can be analysed and compared on a regular basis across the organisation. Next evaluations will be carried out August 2012 – complete. smarter working project also currently being audited for output and results will be available May 2012 Feedback from Service Managers is that three years down the line this is now Business as Usual and no further Evaluation is planned.
B	<b>That the Smarter Working project conducts a further review to ensure that the project has achieved its targets, that they are</b>	To develop a tracking tool to capture how each service area has reduced its spatial requirements against the Council's target of 20%	Helen Townsend	Development by March 2011  Updated after each service		A spreadsheet has been developed which captures each service area who have moved to new ways of working, the numbers of staff working

Appendix B

Management Scrutiny Committee  
Smarter Working

	<b>sufficiently stretching and that the review looks at where the organisation goes next.</b>			area moves to new ways of working  This work is ongoing		flexibly before the project, the numbers of staff working flexibly after interaction with the project and the amount of desks occupied prior to and after attending Smarter Working workshops A Smarter Working phase 2 paper has been drafted, for consideration by EMT Smarter Working Phase 2 was approved by EMT in May 2012, and has so far achieved its targets in terms of number o/side buildings closed and revenue savings made.
<b>C</b>	<b>That as part of the Business Transformation Programme consideration is given to further investigation of service area delivery models operating away from the traditional working week with the development of more flexible and responsive working hours.</b>	To ensure that new ways of working are considered as part of the organisational Service Redesign taking place across the Council.	Helen Townsend	January 2011 and for each Service Redesign thereafter	●	Helen Townsend now sits on the Design Authority Board to provide input from a Smarter Working on all Service Redesigns submitted to the Design Authority. New ways of working, and maximising space utilisation are therefore considered as part of every Service Review.
<b>D</b>	<b>That an impact analysis of technology be undertaken to assess where we are now and ensure that the technology is being used in the most efficient way and allows the organisation to work in the smartest way;</b>	To baseline existing ICT hardware and software for each service area prior to the introduction of Smarter Working  Identifying how new ways of working will impact on technology	Helen Townsend  Martin Duncan	August 2010 Technology Requirements and Smarter Working Technology Demonstration to be built into all Smarter	●	Data capture template designed August 2011 ICT Data Capture Checklist developed January 2011 ICT Data Capture Checklist modified February 2011  January 2011



Appendix B

Management Scrutiny Committee  
Smarter Working

		requirements, and creating a business challenge around the equipment which the service area wish to purchase		Working Workshops by January 2011  Joint Smarter Working and CCM Roll Out Board in place from January 2013		The introduction of the new Corporate Desktop is being delivered in conjunction with Smarter Working and there is now a joint Project Board in place to ensure that desktop migrations are aligned with planned moves
E	<b>That Sunderland City Council as part of the smarter working project looks to maximise the work with partner agencies and organisations in order to future proof technology and working practices in the most practicable way possible.</b>	Strategic dialogue to look at the potential opportunities surrounding this to be scheduled	Colin Clark/Helen Townsend	March 2011	●	Workshop facilitated by the RIEP held March 2011 and further session to be arranged  We continue to share information on building closures and relocation through discussions at the City Capital Strategy group . We are currently working closely with TPCT around relocation of staff,  We are the lead organisation for the WARPIT recycling site whose membership includes all partners across the region.
F	<b>That an Equality Impact Assessment is conducted in relation to the Council's drive to Smarter Working looking at the impact from an employment and customer perspective.</b>	Equality Impact Assessment to be conducted	Sue Stanhope/Helen Townsend	Ongoing	●	Initial communications around this have started. Service Area Managers tasked with looking at impact of new ways of working through staff appraisals and one to ones





Appendix B


Management Scrutiny Committee  
Smarter Working

<b>G</b>	<b>That Elected Members are kept informed of redundant properties within their wards and the future options for such properties.</b>	Member briefings to be held with affected Ward Members in advance of any building closures	Colin Clark	Monthly commencing April 2011  Ongoing		Members are informed on a case by case basis as and when properties are identified for closure together with proposals for use of the site  Two properties in Bog Row and Dock Street respectively have been sold.
<b>H</b>	<b>That the Management Scrutiny Committee receives regular updates and progress reports on the Smarter Working Project and that these are added to the Committee's work programme for 2011/12.</b>	Quarterly update reports to be provided to Members commencing September 2011	Sue Stanhope/ Colin Clark/ Helen Townsend	Quarterly commencing July 2011		Ongoing and to be diarised by Governance Services

## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

Review Progress Summary				
 not on schedule	 on schedule	 undeliverable	 achieved	Total
0	28	1	20	49

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
A	That the Council's Corporate Parenting Board takes a lead role in reducing the percentage of Looked After Children and Care Leavers classified as NEET to the level of the city as a whole and provide a quarterly report to the Children, Young People and Learning Scrutiny Committee in relation to progress on this target	<p>The Children and Young People in Care Strategy 2011-2013 Delivery Plan contains specific actions to achieve this outcome. Progress on the plan is reported to the MALAP and Corporate Parenting Board on a quarterly basis</p> <p>Children's Services will:</p> <ul style="list-style-type: none"> <li>• Work with City Services to provide apprenticeships for care leavers</li> <li>• Deliver teenagers to work to enable young people in care to have work taster opportunities</li> <li>• Provide extended support to care leavers over 21 who wish to attend university</li> <li>• Ensure high quality advice and guidance to care leavers through a two-day secondment from Connexions</li> <li>• Continue to deliver a job club for care leavers aged 16 and 17 who are currently NEET to support their transition into education, training and employment</li> </ul>	M Boustead  Corporate Parenting Board/MALAP	September 2012		<p>City Services were able to offer care leavers five apprenticeships. Currently three young people are engaging with this opportunity. The Leaving Care Service have also offered specific financial support to ensure that the young people on apprenticeships can maintain their own accommodation without being financially penalised.</p> <p>This year's Teenagers to Work Programme is currently being organised and young people are being matched with the opportunities available within the Local Authority and external agencies. It is anticipated that 15 young people will be offered the opportunity to gain the 4 weeks work experienced offered.</p> <p>The Leaving Care Service is currently supporting 10 care leavers at University. They will</p>

**Appendix C**

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

		<ul style="list-style-type: none"> <li>Continue to work with the National Care2Work programme to develop practice in Sunderland</li> </ul>			<p>remain supported post 21 if they have not completed the course on their 21<sup>st</sup> birthday. A dedicated worker from the Leaving Care Service whose experience is supporting young people in education, training and employment has been allocated as their lead professional to ensure their needs are met. Care leavers accessing higher education also receive generous financial support from the Leaving Care Service.</p> <p>The two day secondment from the Connexions Service is ongoing. This ensures that there is a specific understanding of the needs of care leavers and the barriers they face in terms of accessing ETE. It also ensures that the support is of a sufficiently intensive kind that is able to overcome some of those barriers. The Connexions PA has responsibility for the Job Club which offers intensive support for those 16/17 year old living independently and are NEET.</p> <p>The work with NCAS is ongoing. Work is underway to</p>
--	--	--	--	--	---



## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

						renew the Quality Mark that Sunderland Leaving Care Service achieved in 2011. Work with NCAS ensures that practice is benchmarked and shared on both a regional and national level.
<b>B</b>	That Children's Services look to explore with schools ways of supporting young people for their post-16 future both for academic and vocational routes, including basic skills, through the facilitated sharing of best practice with a particular focus on those young people who may not follow an academic pathway	<ul style="list-style-type: none"> <li>14-19 post within restructure to gather evidence of good practice with 14-19 partners</li> <li>Develop further mechanism of dissemination, eg themed agendas at 14-19 Strategic Group, pen portraits of young people who have undertaken a variety of learning/training routes</li> <li>Investigate all age careers services and impact on support for young people</li> <li>Agree way forward for 2011/12 with prospectus, work related learning and work experience (consider implications on post 16)</li> </ul>	B Scanlon  14-19 Partnership	July 2012	●	<p>Work to implement RPA is focusing on developing Risk of NEET Indicators to identify those in pre-16 education at risk of not making progression to post 16 education and to identify necessary support to allow them to do so (as identified in national best practice).</p> <p>Participation and Engagement (PEG) Task Group set up linked to Education Leadership Board, replacing previous 14-19 and NEET Improvement Board. Focus on RPA agenda in addition to continuing to tackle NEET figures</p> <p>Connexions service has been reconfigured to respond to new national position on universal all age careers advice.</p>
<b>C</b>	That Children's Services look to ways of working closer with our partners, in particular Job Centre	<ul style="list-style-type: none"> <li>Identify current level of participation by JCP on key local strategic groups</li> </ul>	B Scanlon  Connexions	January 2012	●	Successful Pilot completed with Connexions/ Job Centre Plus which has increased access for

**Appendix C**

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

	<p>Plus, to ensure more appropriate support in the transition of young people (16-19yrs) into the adult labour market (19-24yrs)</p>	<ul style="list-style-type: none"> <li>• Identify involvement in existing programmes between JCP/Young People's Services and draw out best practice</li> <li>• Facilitate the involvement of suitable partners on relevant steering groups where transition is key</li> <li>• Continue to develop links between the 14-19 Strategic Group and JCP through ESF funding (with particular focus on JCP clients accessing Supported Apprenticeship programmes</li> <li>• Develop protocols between Connexions and JCP to ensure JCP advisors are aware of opportunities that are available through 14-19 Partners for JCP clients</li> <li>• Continue to investigate data sharing protocols between Sunderland City Council and JCP to enable more targeted support to be offered to any 16-19 year old JCP client via Connexions and partners organisations</li> <li>• Work with Economic Development Team to carry out feasibility study into incorporating contractual clauses into inward investors contracts specifying</li> </ul>	<p>(Delivery)</p>			<p>young people to training/ learning/ apprenticeship opportunities;</p> <p>Representative from Job Centre Plus now sits on NEET Improvement Board</p> <p>Further work being undertaken to incorporate appropriate clauses into contractual arrangements for recruitment/ work experience including Buy Sunderland First</p>
--	--	---	-------------------	--	--	--

## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

		requirements for recruitment of local NEET individuals, increased work experience places for 16-24 year olds and increased Apprenticeship places for 16-24 year olds				
<b>D</b>	That in recognising the reduced resource from the Connexions Service there should be an increasing focus, in relation to resource allocation, on those pupils who may not follow an academic pathway to enhance the opportunities available to these young people in providing experiences and an understanding of work	<ul style="list-style-type: none"> <li>• Connexions Personal Advisers work with schools to identify pupils in this category</li> <li>• Appropriate school staff liaise with Connexions to organise relevant activities</li> <li>• Young people are monitored to ensure they benefit from these experiences</li> </ul>	B Scanlon  Connexions (Delivery)	Ongoing but monitored and reported on a monthly basis	●	<p>The restructured Connexions Service is focused on working with young people who are NEET or who are at risk of becoming NEET;</p> <p>From April 2012 universal Information, Advice and Guidance is the statutory responsibility of schools but LA retains statutory responsibility for vulnerable groups and universal IAG is offered to schools on a traded basis.</p>
<b>E</b>	That Children's Services work with partners across Sunderland to look at options for a co-ordinated approach to tackle the issues associated with the removal of EMA funding from the majority of young people	<ul style="list-style-type: none"> <li>• Establish Task Group to identify issue relating to removal of EMA</li> <li>• Conduct survey on uses of EMA with college and school sixth form students to inform the use of the new grant</li> <li>• Co-ordinate consultation return on EMA replacement/Bursary Grant on behalf of Sunderland NEET Improvement Group and 14-19 Partnership</li> <li>• On receipt of funding guidance for EMA replacement, develop uniform citywide protocols and</li> </ul>	B Scanlon  EMA Task Group	Jan 2012	●	<p>Task Group has now completed its work in relation to the removal of EMA</p> <p>Survey and consultation now complete</p> <p>Guidance and protocol for post 16 bursary now in place</p>

## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

		<ul style="list-style-type: none"> <li>guidance for funding</li> <li>• Use electronic guidance tools – Area Wide Prospectus, Connexions websites, etc – to increase awareness of replacement scheme and claims procedures</li> <li>• Work with Sunderland City Council staff to ensure refreshed transport policy accounts for EMA removal</li> </ul>				
<b>F</b>	That further utilisation of the Pallion and Harraton Centre be explored in relation to vocational delivery in line with the findings from the Wolf Report	<ul style="list-style-type: none"> <li>• Sunderland Futures to consider implications/impact of new government directives identified within the Education Bill and the proposals within the Wolf Review</li> <li>• Consider the impact any changes of Sunderland Futures function/curriculum/training offer will have on post 16 provision</li> </ul>	B Scanlon 14-19 Partnership	November 2012	●	<p>The future utilisation of the Pallion Skills Centre is currently being determined in the light of national changes to the curriculum to increase the focus on academic qualifications;</p> <p>The Harraton Skills Centre will continue to deliver vocational courses in 13/14.</p>
<b>G</b>	That the 14-19 Partnership Board monitor the future direction of schools in relation to academic and vocational pathways and assess the impact (potential and actual) of any changes on those pupils at risk of becoming NEET	<ul style="list-style-type: none"> <li>• 14-19 Officer to continue to work with established School Curriculum Leaders group to monitor academic and vocational pathways</li> <li>• Establish new lines of communication with SSS and Connexions staff with remit for data and targets</li> <li>• Monitor current position and identify key priorities and indicators – identify areas for partnership offer, eg</li> </ul>	B Scanlon 14-19 Partnership	July 2012	●	<p>Participation and Engagement manager post being created to continue work with School Curriculum Leaders</p> <p>Implications of all age careers service are now better known. Schools now have statutory responsibility for universal Information, Advice and Guidance (Connexions advice is now provided on buy-back basis)</p>

## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

		<p>Humanities, Languages</p> <ul style="list-style-type: none"> <li>• Consider impact of all age careers service and changes to role and remit of schools</li> <li>• Consider implications on the future direction of schools on post 16 provision</li> <li>• Investigate the future direction of post 16 provision.</li> </ul>				
<b>H</b>	That Children's Services look to develop the 14-19 Partnership Board to provide a more targeted approach to the issue of NEET's including strengthening the strategic relationship with the Economic Leadership Board, the City's Economic Masterplan and the work of partner organisations	<ul style="list-style-type: none"> <li>• Strengthen 14-19 Partnership links with NEET Improvement Group – NEET Improvement Group to report progress towards action plan on a termly basis to 14-19 Strategic Group</li> <li>• Review membership of 14-19 Strategic Group to include representatives of the City's Economic Masterplan and the City's Skills Strategy</li> </ul>	B Scanlon  14-19 Partnership	July 2012	●	Governance arrangements for 14-19 Group/ NEET Improvement Group have been reviewed. Participation and Engagement Group will hold its first meeting in April 2013.
<b>I</b>	That Children's Services look to engage and develop relationships with a cross section of small, medium and large employers and seek to have employer representation on the 14-19 NEET Improvement Board to tackle a broad range of issues related to the support and development of apprenticeships across Sunderland	<ul style="list-style-type: none"> <li>• A member of the Economic Development Team is invited to attend the Improvement Board</li> <li>• A representative from Gentoo is invited to attend the Improvement Board</li> <li>• The Economic Development Team advise on developing relationships with a cross section of employers</li> <li>• Data is obtained from the National Apprenticeships Service to monitor the number of young people taking up apprenticeships in Sunderland</li> </ul>	B Scanlon  NEET Improvement Group	July 2012	●	<p>NEET Improvement Board ( to be amalgamated into Participation and Engagement Group) now includes membership from:</p> <p>Economic Development Team and Gentoo who are developing the approach and linkages to a cross section of employment sectors; The number of young people taking up apprenticeships is regularly monitored;</p>

## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

		<ul style="list-style-type: none"> <li>• Data obtained by National Apprenticeship Service with focus on the number of local employers currently offering Apprenticeship opportunities and in which employment sectors</li> <li>• The 14-19 Strategic Group re-establish the Employer Engagement Group with particular focus on securing Work Experience opportunities for local 16-18 year olds who are NEET</li> <li>• The LSP team arrange a follow-up to the 2010 Apprenticeship Employer Event with particular focus on targeting small to medium enterprise organisation</li> </ul>				Business Task Group set up, reporting to Economic Leadership Board, which includes schools and employers as members.
J	That the Council investigates the ways to promote, support and develop the benefits to employers in the area, including the recognition of good practice, reporting progress back to the Children, Young People and Learning Scrutiny Committee	Working with the partnership of training providers in the city and the existing employers network activities will be identified that identify existing good practice and develop case studies for communication and promotional activity.	S Stanhope Director of HR and OD	Six-monthly from January 2012	●	A report was provided to Management Scrutiny Committee in relation to progress with apprentices. In addition a presentation was made to West Area Committee meeting with other employers to share good practice to assist in progressing the expansion of apprenticeship activity across the area. Similar events have been held across Sunderland and the Council has offered support in sharing our good practice.



## Appendix C

Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11

						The networking site Linked in has also provided a forum to share good practice albeit this is Nationally. There is regular contact with representatives at the NAS and TUC to discuss progress and they are promoting our good practice with colleagues / employers. We have also offered support through these links to anyone who may need it.
<b>K</b>	That the Connexions Service looks to gather additional data for training providers on actual employment rates following training and apprenticeship schemes to determine the success of these, as well as, actual drop-out rates (inclusive from day one) and the career pathways of this group of young people	Connexions Hub Services will produce a comparison of three years individual data of all young people undertaking training to highlight opportunity routes, percentages into positive outcomes and drop out rates as well as re-entry into learning	B Scanlon Connexions (Hub)	July 2011 and ongoing but monitored and reported on a monthly basis.	●	This is monitored and reported on a monthly basis
<b>L</b>	That the Children, Young People and Learning Scrutiny Committee look to disseminate the findings and recommendations of this review to as wide an audience of key stakeholders as possible including Elected Members, Headteachers, the Chamber of Commerce and members of the relevant partnerships referred to	The Scrutiny Committee, through the established working group, will look to circulate the report to a wide variety of stakeholders and provide those stakeholders with the opportunity to invite members of the Committee to present the report findings at an appropriate meeting of their respective groups	N Cummings	December 2011	●	The report has been circulated to a wide variety of stakeholders and the offer has been made to discuss findings etc with groups, including the NEET Improvement Groups

## Appendix C





Children, Young People and Learning Scrutiny Committee: Learning at Work: Policy Review recommendations 2010/11



	in these recommendations					
<b>M</b>	That the Children, Young People and Learning Scrutiny Committee write to the Secretary of State for Education and then Secretary of State for Business, Innovation and Skills relating to those concerns identified in this report where a review of government policy at a national level may impact upon life choices for young people identified as NEET	The Scrutiny Committee, through the established working group, will draft a letter to the respective Secretary's of State. The letter will be afforded final approval at a formal meeting of the Committee. Any correspondence and subsequent actions will be communicated through the Committee and established working group	N Cummings	July 2011		The committee contacted the Sec. of State for Business, Innovation and Skills. No response was received. The Committee also contacted the Sec. of State for Education and the Chair and Vice-Chair of the Committee visited the DoE in London to discuss key issues from the report.
<b>N</b>	That a working group be established by the Children, Young People and Learning Scrutiny Committee to receive regular information on the progress of the recommendations identified within this report	The CYPL Scrutiny Committee will provide the membership of this committee at its formal meeting in June 2011. Following this the Committee will meet on an ad-hoc basis to progress recommendations L and M as well as receiving progress reports on other aspects of the review. This will be in addition to the regular six-monthly progress report provided to the committee	N Cummings	April 2012		The Committee is no longer constituted through changes to the scrutiny function and this action is therefore no longer deliverable.



## Appendix D

Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

Review Progress Summary –Low Carbon Economy 2010/11				
 not on schedule	 on schedule	 undeliverable	 achieved	Total
0	7	0	4	11

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
<b>A</b>	The Council consider the development of a revised Carbon Plan in order to identify projects and policies that will help meet its targets for reductions in carbon emissions	<p>Stakeholder engagement with streetlighting, fleet, business travel and energy colleagues to scope project ideas to inform the revised Carbon Plan – Summer 2011</p> <p>Carbon and financial evaluation of proposed revised Carbon Plan projects undertaken and draft revised Carbon Plan ready – December 2011</p> <p>Final draft of revised Carbon Plan, which will compliment CRC and Energy Performance of Buildings Directive requirements, ready for adoption – March 2012</p>	Andrew Perkin	Adopted 8 year Carbon Plan by July 2013		<p>Work is now underway to produce an updated Carbon Plan, highlighting the progress that has been made in reducing carbon emissions and focussing on a number of Work Packages for the future:</p> <ul style="list-style-type: none"> <li>- Revised Target date for Carbon Plan – July 2013</li> </ul>
<b>B</b>	The Council considers the introduction of staff champions to lead on reductions in carbon emissions in buildings	<p>Work has already commenced with Corporate Communications to establish Sustainability Champions or “Communities of Interest”. These employees will help raise awareness to their colleagues on a range of sustainability issues, including for example, carbon management, waste and sustainable procurement</p> <p>Corporate Communications are</p>	Andrew Perkin	<p>Sustainability Board and Communities of Interest proposal to be agreed by Autumn 2011</p> <p>Communities of Interest in place, training carried out and</p>		<p>It has been agreed to introduce staff champions. In developing the new Carbon Plan, relevant staff have been engaged and form the foundation of the Community Interest Group. This will be formalised as an action from the new Carbon Plan. The Sustainability Board will be re-scoped taking account of the revised Carbon Plan and recent structural</p>

## Appendix D

Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

		<p>developing a brief for the Sustainability Communities of Interest, similar to that of the Change / Communication Champions. Once agreed, the group will be promoted and employees will be asked to nominate themselves or colleagues to join the Community of Interest</p> <p>Training will be needed to provide the Communities of Interest with all relevant information needed to help champion sustainability priorities across the council. This will coincide with a council wide sustainability e-learning module which is currently being developed</p>		bulletin board is live – March 2012		changes within the Authority. This will be established by March 2013
<b>C</b>	The Council undertake further feasibility work in order to identify those Council buildings that are most suitable for the installation of solar PV	Currently awaiting the finalisation of the Property Rationalisation project to identify which council buildings will remain to deliver council services in the future. Once the final property portfolio is known, buildings will be assessed to ascertain their feasibility for solar PV	Andrew Atkinson, Andrew Perkin	June 2013 (information to inform revised Carbon Plan)	●	The installation of PV at the Civic (5.2kW) and Biddick and St Roberts Schools (approx 30kW each) are complete. This will be followed by an installation at Washington School (currently being designed). Washington School (50kW) and Barnwell School (50kW) and Monkwearmouth School (20kW) have been installed since the last update. A report was being prepared for EMT regarding the strategy for future installations but this was delayed because the rate of Feed-In Tariffs was substantially reduced which

## Appendix D

Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

						made schemes unviable. However this is now being revisited as the capital cost of solar pv has fallen dramatically over the last few months giving returns on investment similar to those prior to the FIT rate being reduced.
<b>D</b>	The Council investigate the options for the installation of solar PV and other renewable electricity, whether this be through rent a roof / land rental or through an invest to save mechanism to benefit from Feed in Tariff (FIT) income	Once the feasibility of solar PV has been carried out on appropriate council property, a business case showing financial modelling will be needed to inform the best approach through which to install solar PV on council buildings	Andrew Atkinson	June 2013 (to inform revised Carbon Plan)	●	The Energy Conservation Team is currently looking at this and exploring not-for-profit based finance mechanisms. To be included in the above EMT report.
<b>E</b>	The Council provides an updated report on the implications of the Renewable Heat Incentive (RHI), once further details become known	The Energy Conservation Team to prepare an updated report on RHI now that it has been announced	Andrew Atkinson	To be included in PV EMT report identified above	●	Government announced details of RHI on 10 March 2011. Currently investigating the possibility of working with current energy providers to take advantage of RHI. For design reasons it is proving difficult to retrofit qualifying installations when current buildings are being refurbished as these technologies are more suitable for new build. The technologies are considered on a case by case basis for new build schemes.

**Appendix D**

Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

<p><b>F</b></p>	<p>The Council is undertakes feasibility work to assess the potential for district heating networks and explore funding opportunities that help support the delivery of the city's Economic Masterplan</p>	<p>The Council alongside partner organisations has secured European Regional Development Fund grant and other sources of funding to deliver a Low Carbon Social Housing Demonstration project which will target up to 100 hard-to-treat properties and develop the capacity of SMEs to install low carbon technologies</p> <p>The Council is a partner in a new Intelligent Energy Europe Programme project, led by EUROCITIES, which started on 1 June 2011. The project aims to deliver improvements in the implementation of sustainable energy policies with a focus on urban planning, renewable energy sources and low carbon transport</p> <p>Currently seeking funding to look at the feasibility of district heating networks across the city along with other renewable technologies. This will assist in identifying priority energy generation opportunities for the city, including financial and business models</p> <p>Potential for District Heating within the masterplans for Seaburn and Chapelgarth is currently being looked at</p>	<p>James Garland, Catherine Pope, Andrew Perkin, Les Clark</p>	<p>Ongoing</p>	<p>●</p>	<p>District Heating potential is a key action of Sunderland's Covenant of Mayor's SEAP.</p> <p>Plans to explore the feasibility of district heating at a number of development sites are now in consideration. (Amber) As part of the IIEP Cascade programme, Sunderland have been invited to Birmingham to see and discuss how they implemented District Heating into Regeneration Plans.</p>
-----------------	--	--	--	----------------	----------	--

**Appendix D**

Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

<b>G</b>	<p>The council encourages joint working between schools that are introducing low carbon technologies and consider methods of engaging with all schools to encourage the take up of energy consumption measures</p>	<p>Through Sustainable Schools work, the Sustainability Team already works with schools on a range of sustainability issues, including energy and have worked with a few schools on renewable energy projects helping to secure funding for these</p> <p>The Energy Conservation Team have SLAs with most schools which includes conducting Energy Audits and the promotion of the SALIX fund which schools can apply to for energy efficient project</p> <p>The Energy Conservation Team are also working with Northumberland, Darlington and Middlesbrough Councils on a NEIEP funded "social marketing" project to work with Secondary Schools on energy efficiency behaviour projects</p>	<p>Andrew Perkin</p> <p>Andrew Atkinson</p> <p>Andrew Atkinson</p>	<p>Continuing programme of work with schools will be conducted on an annual basis</p> <p>Continuing programme of work with schools will be conducted on an annual basis</p>	<p>●</p>	<p>As part of the development of a new Carbon Plan, looking at ways to engage with schools on ways to improve carbon management.</p> <p>A number of schools have taken advantage of Salix with new lighting installed. In addition £120K was allocated by Salix under the Salix Energy Efficiency Loan Scheme (SEELS) for new lighting at Monkwearmouth school. This scheme has been completed. Further schemes are now underway at Seaburn Dene Primary, Dame Dorothy Primary and Farringdon Secondary School.</p> <p>This project is complete and some opportunities exist within schools to make energy savings however the project found that new schools with complex systems struggle to understand where energy is being used and also because they are used for multiple activities/service delivery that their energy use does not follow</p>
----------	--	---	--	---	----------	--

## Appendix D

Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

						the typical pattern of energy use in schools. It is proposed to help schools address this issue through specialist advice.
<b>H</b>	The Committee receive an update on small businesses in the city involved in the renewable energy industry	A mapping exercise needs to be undertaken to ascertain which Sunderland companies are involved in the production of and supply of renewable energy. In part, this will be carried out in a baselining survey which is to be conducted as part of the Low Carbon City campaign detailed in recommendation 'i', below	Andrew Perkin	From October 2013	●	This issue is being picked up by the inter agency Aim 2 Sub Group on the implementation of the Economic Masterplan – and now included in the Aim 2 Delivery plan. To be completed by October 2013
<b>I</b>	The Council develop closer working relationships with Sunderland University with regards to the low carbon economy, skills and training opportunities	<p>Ensure that the HE / FE sectors are fully integrated into the delivery of the Economic Masterplan, as this relates to the skills needs of employers engaged in the low carbon economy</p> <p>In practical terms, this will mean sharing knowledge of upcoming skills requirements with both the University and relevant colleges (for example, where there are significant investment projects in the pipeline)</p>	Andrew Perkin	There will be continuing discussions taking place in order to develop relationship	●	<p>The University of Sunderland is already playing a key role in relation to the software development sector, and is now involved in the working group looking at the emerging offshore wind sector</p> <p>In addition to the significant research on ultra low carbon vehicles undertaken by AMAP, the University offers an MSc in Low Carbon Vehicle Technology for engineers in the sector (other vocational training for the automotive sector is led by Gateshead College)</p> <p>The University also offers a BEng (Hons) degree in</p>





## Appendix D




Prosperity and Economic Development Scrutiny Committee: Low Carbon City: Policy Review recommendations 2010/11

						Renewable Energy Engineering. This is a 3-4 year sandwich course, providing in-depth skills to engineers in the renewable energy sector.
<b>J</b>	That the Council explore the opportunities for future joint working with NAREC	NAREC have visited relevant council officers to present opportunities for future partnership working	Janet Snaith	Discussions completed and Narec will be invited to procure for work as appropriate	●	NAREC will be kept informed of, and invited to tender for any potential work in future such as the Energy Routemap detailed in item 'f' above.
<b>K</b>	That the Council ensure that appropriate informal consultation is undertaken with the public at the pre-application stage and that the statutory publicity and consultation arrangements are followed when considering formal applications for the installation of renewable sources of energy	Within the existing PPS 22 and the council's Statement of Community Involvement, pre-application community consultation although not obligatory is recognised as best practice and is something the Planning and Environment Service actively encourages. Working with developers we will encourage pre-application consultation	Keith Lowes	On-going part of the consultation process	●	Systems in place. Currently working with Partnership for Renewables (PfR) at 2 council owned sites looking at the option to install single 2.5MW turbines. PfR will be undertaking extensive pre-application community consultation

## Appendix E

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

Review Progress Summary				
 not on schedule	 on schedule	 undeliverable	 achieved	Total
0	4	0	7	11

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
A	That the council takes up the LGA's offer of a free corporate peer challenge to support the council's improvement journey	<p>SPPM will</p> <ul style="list-style-type: none"> <li>Coordinate with LGA to identify a suitable date for a corporate peer challenge in spring 2013</li> <li>Coordinate a scoping meeting involving the LGA, Leader and Chief Executive to agree the scope and focus of the peer challenge</li> <li>Identify an approach which ensures that the peer challenge is integrated into the council's performance management framework and informs the corporate planning process for 2013/14</li> </ul>	Mike Lowe Head of Performance Improvement SPPM	<p>June 2012</p> <p>September 2012</p> <p>September 2012</p>	<p></p> <p></p> <p></p>	<p>The Leader and Chief Executive met with the LGA in January 2013 to discuss the timing and scope of the Corporate Peer Challenge.</p> <p>The scope of the peer challenge has been agreed in principle i.e. Forward looking and focusing upon the triumvirate of Community Leadership (defining the role and shape of the Council), Alternative Delivery Models (defining the future of service delivery) and Customer Relationship Management (defining the Council's relationship with its citizens).</p> <p>Although it was originally intended to hold the peer challenge in Spring 2013, the dates have been put back with agreement of the LGA to enable them to secure appropriate peers. The peer</p>




**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

						<p>challenge is now likely to take place in the Autumn.</p> <p>The council will produce a short self assessment to inform the peer challenge. This will be informed by the strategic planning process and the self assessment which is currently being developed as part of the North East approach to sector led improvement (see progress against action (f) below).</p>
--	--	--	--	--	--	--

**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

<p><b>B</b></p>	<p>That the council considers, where appropriate, peer challenges in those service areas where the use of peer challenge is seen as aiding improvement</p>	<p>SPPM will</p> <ul style="list-style-type: none"> <li>• Work with Directorates to identify where appropriate the use of peer challenge to support service improvement</li> </ul>	<p>Mike Lowe</p>	<p>April 2013</p>		<p>Sector led approaches to peer challenge and peer review are being developed nationally and deployed as part of sector led approaches to self regulation. Specific services including Adults Social care and Safeguarding have or are already considering deploying peer challenges to support improvement. Examples of current or planned activity include:</p> <ul style="list-style-type: none"> <li>• <b>Community Leadership Peer Support:</b> The Royal Society of Arts Public Service Hub continues to be engaged in a critical friend capacity in the development of the Community Leadership Programme.</li> <li>• <b>Libraries Peer Review:</b> Colleagues from Manchester City Council have undertaken a desktop review of our Cabinet report and future proposals for Libraries. An on-site review day is currently being planned for May 2013.</li> <li>• <b>Adult Social Care Peer Review:</b> We have signed up for a peer review for 2013/14 as part of the</li> </ul>
-----------------	--	--	------------------	-------------------	---	--

**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

						<p>Towards Excellence in Adult Social Care (TEASC) sector led improvement work. The exact timings and areas of focus have yet to be agreed but should be firmed up in April 2013.</p> <ul style="list-style-type: none"> <li>• <b>Youth Provision Peer Challenge:</b> As part of the Children’s Improvement Board (CIB) sector led improvement work councils have undertaken an audit of their current youth offer. The information will be considered at a regional workshop in April 2013 which is designed to share findings, with particular emphasis on good and best practice.</li> <li>• <b>Adoption Diagnostic:</b> Due to persistent challenges around adoption timescales we have invited Outcomes UK (Core Assets) to apply the “adoption diagnostic” to identify any further improvements to permanence planning. This work is scheduled to take place in April 2013.</li> </ul>
<b>C</b>	That the findings of peer challenges and inspections	<p>SPPM will</p> <ul style="list-style-type: none"> <li>• Work with Director of Health</li> </ul>	Mike Lowe	June 2012		<p><b><u>Local Account</u></b> The Local Account which was</p>

**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

	and assessments, including the adult social care local account, are reported through the scrutiny process as part of the governance processes of the council	<p>Housing and Adult Services to report the Local Account through the scrutiny process</p> <ul style="list-style-type: none"> <li>• Work with the Director of Children’s services to report the findings of the Ofsted inspection of safeguarding and looked after children through the scrutiny process</li> </ul>	<p>and Graham King Head of Strategic Commissioning HHA</p> <p>Mike Lowe and Meg Boustead Head of Safeguarding Children’s Services</p>	September 2012	<p>●</p> <p>●</p>	<p>agreed by the Adults Partnership Board in January 2013 is to be reported to Scrutiny Committee in April 2013.</p> <p><b><u>Ofsted inspections</u></b> The report and action plan arising from the Ofsted inspection of safeguarding and looked after children was reported to the Scrutiny Committee in September 2012. This included a first update on progress.</p> <p>A further update is to be provided to the Scrutiny Committee in April 2013, alongside a copy of the report and action plan arising from the Ofsted inspection of the council’s Adoption Service (which took place in February 2013 and was published on the Ofsted website in April 2013).</p>
<b>D</b>	That all elected members and relevant support officers including account managers and scrutiny officers are afforded the opportunity to gain an awareness, understanding and ability to utilise the	<p>SPPM will</p> <ul style="list-style-type: none"> <li>• Agree mechanism for dissemination of the details of the LG Knowledge Hub to all members, account managers and scrutiny officers</li> <li>• Include details in the corporate training programme to raise</li> </ul>	Mike Lowe	September 2012	<p>●</p> <p>●</p>	<p>A general introduction to the Knowledge Hub and LG Inform was provided to the Account Managers at an Account Manager Workshop in September 2012. This was then cascaded to Elected Members.</p>

**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

	Local Government Knowledge Hub	awareness of the resource				The LGA are currently further developing the Knowledge Hub and LG Inform with enhanced functionality. The updated products will be available in May 2013. Account Managers will be briefed and consideration will then be given to how this is incorporated into the corporate training programme.
<b>E</b>	That scrutiny champions and scrutiny officers use the Knowledge Hub as a source of information and data in relation to policy review work	<p>SPPM will</p> <ul style="list-style-type: none"> <li>Agree with scrutiny team how the LG knowledge Hub resource will be used to support future policy reviews</li> </ul>	<p>Mike Lowe</p> <p>Charlotte Burnham Head of Areas and Scrutiny</p>	September 2012	●	<p>The North East Scrutiny Officer Network has a group on the Knowledge Hub, which provides a forum for officers working in scrutiny in the 12 north east authorities to make useful contacts with other officers, and to share experiences. The group provides a mechanism to share information on, for example, annual work programmes; current scrutiny investigations; policy review outcomes; and scrutiny best practice. Officers can share ideas on improving scrutiny processes and enhancing effectiveness.</p> <p>Examples of how the</p>

**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

						<p>Knowledge Hub has been used to date include:</p> <ul style="list-style-type: none"> <li>• Advertising major events across the region including the recent Parliamentary Seminar which took place in Sunderland.</li> <li>• Posing questions around key issues (i.e. Police and Crime Boards and Clinical Commissioning Groups) to stimulate and engage regional scrutineers.</li> <li>• Asking questions around policy reviews, sharing information and best practice, etc.</li> </ul>
<b>F</b>	<p>That the council remains aware of the developments to sector led approaches, including the Knowledge Hub, as part of the self regulation agenda ensuring that such approaches are adapted and adopted, as appropriate, into the council's performance management framework</p>	<p>SPPM will</p> <ul style="list-style-type: none"> <li>• Continue to monitor and review national and sector led approaches to self regulation as they are developed.</li> <li>• Ensure provision of high quality advice regarding the adoption of sector led approaches as they emerge with appropriate Directorates</li> </ul>	Mike Lowe	April 2013	<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<p>The council continues to be engaged in both the regional and national developments around sector led improvement, and there are a number of examples of how we are utilising the various tools to support continuous improvement (as described in the progress against each of the actions above). Briefings have been provided to EMT and the Trade Unions, on the emerging frameworks and how we are deploying them within the council.</p>

**Appendix E**

Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12

						<p>The North East approach to sector led improvement has now been developed by the North East Assistant Chief Executive's Network, and following pilots in Gateshead and Redcar and Cleveland Councils is being rolled out across the region.</p> <p>Central to this is the development of an annual Council Improvement Assessment (CIA), which will provide an analysis of each council's strengths and areas for development (both corporately and at a service level). The purpose of the regional approach is to:</p> <ul style="list-style-type: none"><li>• Identify common core organisational competencies</li><li>• Provide an assurance mechanism, that will:<ul style="list-style-type: none"><li>○ Generate a general direction of travel</li><li>○ Identify areas of support individually or collectively which could be funded through some residual RIEP legacy resource</li><li>○ Identify North East issues for lobbying</li></ul></li></ul>
--	--	--	--	--	--	--

**Appendix E**





Management Scrutiny Committee: Demonstrating Local Accountability: Policy Review recommendations 2011/12



						<ul style="list-style-type: none"><li>• Share learning and support</li><li>• Identify high level themes and priorities</li></ul> <p>The council is currently preparing its self assessment, which we will use to inform our self assessment for the Corporate Peer Challenge</p>
--	--	--	--	--	--	--



## Appendix F

### Health and Wellbeing Scrutiny Committee: Rehabilitation and Early Supported Discharge: Policy Review recommendations 2011/12

Review Progress Summary				
 not on schedule	 on schedule	 undeliverable	 achieved	Total
0	1	0	10	11

Ref	Recommendation	Action	Owner	Due Date	RAG	Progress Commentary
(a)	Policies and strategies should have an overarching emphasis on developing performance and outcome frameworks that create incentives towards a more integrated approach. To ensure oversight of the whole system approach described in this review, these recommendations should be referred to the Health & Wellbeing Board, with oversight of delivery of the actions by the Adult Partnership Board.	The Adult Partnership Board accept the mandate from the OSC and have oversight of related strategies to ensure all opportunities for integration are maximised and included in strategy outcomes.	Chair of Adult Partnership Board (Cllr Miller)	Complete		The Adult Partnership Board has agreed to take responsibility for oversight of these recommendations and will include a bi-annual progress report as part of their update to the Shadow Health and Wellbeing Board.
(b)	In order to successfully reduce avoidable emergency admissions, further clarity is needed around which types of admissions are potentially avoidable and which interventions are likely to be effective for particular populations.	Undertake an audit of readmissions and identify and implement appropriate evidence based interventions.	Chairs of Intermediate Care Strategy Group (Jean Carter, Deputy Director of Health Housing and Adult Services / Ailsa Nokes, Strategic Lead for LTCs, NHS SOTW)	Complete		A multi-agency audit of 30 day readmissions was undertaken in March 2012. The results determined that 43% of readmissions were avoidable. A number of recommendations were made which also reflected the findings of the Emergency Care Intensive Support Team (ECIST) whole systems review in Sunderland (June 2012). A multi-agency group of statutory partner agencies worked to develop proposals for implementation of initiatives in 12/13 using ring-fenced PCT readmissions funding. Examples of some such initiatives include:

Ref	Recommendation	Action	Owner	Due Date	RAG	Progress Commentary
						<ul style="list-style-type: none"> <li>○ Nursing support for care homes to prevent hospital admission</li> <li>○ Pro-active review and case management by community teams for patients as high risk of readmission</li> <li>○ 6 week audit of mental health presentations at A&amp;E to inform development of Mental Health Liaison service</li> <li>○ Development of community geriatrician role.</li> </ul> <p>The 12/13 schemes are currently being evaluated and will be presented at a workshop in April 2013. Further development of these schemes and opportunities for new schemes in 13/14 including involvement of the third sector will also take place in April.</p>
(c )	A review of the ward-based discussion groups should be carried out based on an assessment of their success against the measures and in the context of the establishment of a Single Point of Access	Map current state for multi-agency ward based discussion groups and measure their success in facilitating appropriate discharge arrangements	City Hospitals Sunderland (Anna Hargrave, Divisional Manager)	Complete	●	A review of multi-disciplinary discharge planning mechanisms is underway. Recommendations regarding a new Home from Hospital Team model have been welcomed by CHS FT, which is now being piloted and early indications are that it is reducing delays and minimising duplication between social work teams. This work has been linked to the expansion of the Intermediate Care Hub which is now multi-disciplinary and operates 7 days per week. Workshops have also taken place involving the third sector and independent sector housing providers to maximise opportunities for supporting timely and safe discharge.

Ref	Recommendation	Action	Owner	Due Date	RAG	Progress Commentary
(d)	An audit of the timely supply and completeness of in-patient discharge information is required to set standards and quality monitoring of information continuity.	Confirm an audit has been carried out, and what the outcomes were	City Hospitals Sunderland (Anna Hargrave, Divisional Manager)	Complete	●	City Hospitals Sunderland undertakes monthly monitoring of discharge information provided to patients/carers against the CQUIN standards. Improvements in results have been demonstrated and reported to the PCT on a monthly basis.
(e)	How to achieve greater access and awareness of reablement, its impact and how it can complement Intermediate Care should be explored. This should include how reablement could be re-positioned to reach all those who could benefit by becoming an integral part of the 30-day post discharge process and how it could be expanded to an admission avoidance service.	Undertake workshop to identify beneficiaries of reablement Review of Time to Think beds Review of all intermediate care / reablement bed based services	Chairs of Intermediate Care Strategy Group (Jean Carter, Deputy Director of Health Housing and Adult Services / Ailsa Nokes, Strategic Lead for LTCs, NHS SOTW)	Complete	●	A workshop was held in August 2012 which identified recommendations regarding who could benefit from reablement. Access to Reablement for post discharge support and to prevent hospital admission has been embedded within the core offer of the Intermediate Care Hub, which now operates 7 days a week. A work programme has also commenced which is exploring the potential for more integrated working across therapies in order to front load the reablement journey with therapy input. A third strand of work has looked at the level of rehabilitation and Reablement support that should be provided to bed based intermediate care services. A review of the demand and capacity for all intermediate care / reablement bed based services was carried out in October 2012. It was agreed that this should be repeated in six months, after which recommendations for future provision should be confirmed.
(f)	The Committee would like to see the role of the district nurses aligned to the whole-system approach as described throughout this review and involved, as necessary, at each stage of a transfer of care.	Incorporate this recommendation within the existing SOTW District Nursing Review Implementation Group Action	Jacqui Lambie, Project Lead, District Nursing Service Specification Implementation Group	Complete	●	The recommendations of OSC were discussed at the NHS South of Tyne and Wear, District Nursing Service Specification Implementation Group on 14 September 2012. This group includes Sunderland CCG representatives. All agreed that the revised District Nursing





Ref	Recommendation	Action	Owner	Due Date	RAG	Progress Commentary
		Plan.				Service specification now in place and the supporting improvement plan do meet the recommendations of the review and will support the whole system alignment required.
(g)	A working group should investigate possible solutions for a city-wide medication support model for vulnerable people living at home.	Dr Jackie Gillespie, Medicines Management Lead, Sunderland CCG, to be contacted and discuss the way forward	Dr Jackie Gillespie, Medicines Management Exec Board Lead, Sunderland CCG	March 2014	●	Discussions have taken place with Dr Jackie Gillespie, Medicines Management Lead, and Sunderland CCG. A review of evidence has identified that 10% of hospital admissions are related to medication incidents, including missed medications and medication not taken as prescribed. Non-recurring funding has been secured from the CCG to undertake a medication prompts pilot in Sunderland. The service will provide training in assessment for aids to take medication, expert advice and support to home care support workers, care managers and families. Staff from the Medication Prompts support service would work with individual patients and families where necessary as well as other key responsible staff. The pilot will initial focus on people with dementia, as one of the most vulnerable groups in the city. Further work will be undertaken in 13/14 to identify additional vulnerable and 'at risk' groups who would benefit from medication support and extend the service as appropriate.
(h)	Where evidence shows a disproportionate rate of hospital admissions from care homes, future contracts should include arrangements for employers to be required to release staff for training.	Check that contracts contain clauses for training requirements and quality standards	Sunderland City Council (Graham King, Head of Strategic Commissioning)	Complete	●	The Head of Local Authority Strategic Commissioning has confirmed that this is already in care home contracts and part of the Quality Standards Framework. Compliance is being discussed with care providers via Care North East.



Ref	Recommendation	Action	Owner	Due Date	RAG	Progress Commentary
(i)	In relation to the existing discharge panel, there is a need to review and reconfigure the model for decisions on long term care.	Reconfigure arrangements	Sunderland City Council (Philippa Corner, Head of Personalisation)	Complete	●	Following a series of multi-agency workshops a formal panel no longer exists and a Whole Systems Approach to Maintaining Peoples Independence was developed. Implementation is now underway.
(j)	An increased focus on mental health support within the community, through a model of clinical governance in the community would reduce the level of A&E access and subsequent in-patient care.	Review developments already underway through the Mental Health Model of Care Board that will address this issue Consider if this recommendation will be addressed by the Mental Health Pathways Scrutiny Review	Sunderland City Council (Jean Carter, Deputy Director of Health Housing and Adult Services)  NHS South of Tyne and Wear (Ian Holliday, Head of Mental Health and Joint Commissioning)	Complete	●	In April 2012 a pilot to improve access to urgent mental health services in Sunderland was launched. A new service called the Initial Response Team was established which provides clinical triage of urgent mental health referrals over the telephone and face to face, where appropriate. This service has reduced the response times for referrals to A&E; with many referrals now being seen within 1 hour (previous wait could be up to 6 hours). The Initial Response Team works closely with the Sunderland Crisis and Home Treatment Team, which as of 1 April 2012 became a universal crisis team accepting referrals from service users of all ages and abilities. The performance of these services is being monitored closely and initial feedback from service users, carers and referrers has been extremely positive. A 6 week audit of Mental health presentations at A&E took place in December 2012 and January 2013 to inform development of a mental health liaison model. A business case is currently being developed and funding secured to pilot a new liaison model. Work is going on the avoid admissions and improve discharges for mental health patients as well as other conditions, and the ongoing scrutiny review of mental health pathways should highlight any

Ref	Recommendation	Action	Owner	Due Date	RAG	Progress Commentary
						<p>specific concerns or actions.</p> <p>There is further work ongoing in relation to the Mental Health Strategy which will see improvements to the joint working in the community, with a strong focus on partnership working between the Council and mental health services. We are already seeing evidence that operational collaboration is having positive effects.</p>
(k)	<p>There should be a check list of information needed by carers which could be used as a template for discharges.</p>	<p>Implement revised discharge information for carers Take action on Readmission Audit feedback</p>	<p>City Hospitals Sunderland Sunderland (Anna Hargrave, Divisional Manager)</p>	<p>Complete</p>	<p>●</p>	<p>City Hospitals Sunderland has introduced a 'Preparing for Discharge leaflet which outlines the responsibility of the individual and the Trust in relation to the patient journey. All patients have a nursing assessment completed which includes social and carer information. All patients have an Estimated Date of Discharge which is shared with them and carers. The role of carers is discussed at monthly Hospital Discharge Training Events. The recent Readmission Audit highlighted issues for patients and carers in not having a named contact on discharge. A draft checklist has been shared with the Carers Group and has been well received. As a result of ongoing work with the Carers Group a leaflet has been created which sets out to answer recurring queries posed by Carers. This is to be piloted on 3 wards (E58, D41 and E56 for three months prior to review and roll out. The leaflet is currently being printed.</p>

## Appendix G

Environment and Attractive City Scrutiny Committee: Low Carbon Vehicles in the Delivery of Public Services: Policy Review recommendations 2011/12

Review Progress Summary				
 not on schedule	 on schedule	 undeliverable	 achieved	Total
6	4	0	3	13

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
A	That the Scrutiny Committee be informed of the outcome of the Fleet and Transportation Review and progress in regard to implementation	The outcome of the Fleet and Transportation review will be concluded in summer 2014. Annual updates will be provided to accompany the Policy Review Recommendations Performance Monitoring report*	Head of Streetscene	October 2012		<p>Review is on target to deliver efficiencies of £2.56m by the end of 2013/14 with c. £950k saving projected to be achieved in 2012/13.</p> <p>Highlights on progress include the introduction of new fleet and fuel management systems, rationalisation of the operational fleet with 100 vehicles either not being replaced or taken off hire, and the programmed replacement of refuse collection vehicles from Euro 2 to Euro 5 emission standards. 20 new 26 tonne refuse collection vehicles with Euro 5 emission standard engines have been ordered to replace the aged refuse collection fleet which will come into service between April and November 2013.</p>
B	That the Council considers implementing appropriate targets for the replacement of its current fleet cars with electric counterparts based upon the findings and recommendation of Cenex with a view to revisiting the cost benefit analysis for larger vans as capital costs	Fleet and Transportation Service review to establish target numbers for electric cars.	Head of Streetscene	December 2012		<p>The Council has a limited number of cars on its fleet. Two conventional pool cars have been replaced with Nissan LEAF's, as has the one suitable car in the civic fleet. This exhausts the opportunities in relation to electric cars at present. Focus should now move to the assessment of car sized vans when</p>

## Appendix G

Environment and Attractive City Scrutiny Committee: Low Carbon Vehicles in the Delivery of Public Services: Policy Review recommendations 2011/12

	change	Cost benefit analysis of larger vans to be carried out annually.	Head of Streetscene	March 2013	●	<p>the market provides a suitable range.</p> <p>The business case carried out by CENEX for larger electric vehicles as part of the review was updated in autumn 2012 to reflect changes in market forces. This identified the gap on 'spend to save' had narrowed to circa £3k per vehicle over five years. Two commercial electric vehicles have been ordered from Smiths Electric Vehicles to be used in Responsive Local Services. Utilisation of these vehicles (along with other electric vehicles on the fleet) will be monitored as part of a research partnership with Sunderland University to further establish a business case reflecting actual rather than estimated use.</p>
C	That the Council considers an electric car pool system for its staff and that the appropriateness of extending this to the wider community is investigated	Fleet and Transportation Service Review to carry out and conclude on business case for electric pool cars.	Head of Streetscene	December 2012	●	<p>An Electric Car Pooling trial is being undertaken within Street Scene, utilising a Peugeot iOn through the Switch EV demonstrator project. The trial commenced February 2013 for staff based at Jack Crawford House. The trial was extended to include the Nissan LEAF based at the Civic Centre in March 2013 These cars are being tracked and monitored by Sunderland University to determine a detailed business case for a wider pool-car system to replace personal business mileage when an appropriate level of data is collected and analysed.</p>



## Appendix G

Environment and Attractive City Scrutiny Committee: Low Carbon Vehicles in the Delivery of Public Services: Policy Review recommendations 2011/12

D	That the Council commissions a comprehensive training programme for drivers should electric vehicles be utilised within the fleet	Training requirements to be established dependant on the outcome of actions (b) and (c)	Head of Streetscene	TBC	●	Numbers of electric vehicles currently do not warrant a comprehensive training programme at present. The Civic drivers have undertaken an additional assessment in relation to electric cars. Advice is available for staff using the electric pool car system.
<b>Ref</b>	<b>Recommendation</b>	<b>Action</b>	<b>Owner</b>	<b>Timescale</b>	<b>RAG</b>	<b>Progress</b>
E	That the impact of efforts made to establish the city as a 'Low-Carbon City' be continually monitored to ensure tangible benefits to the city.	Appropriate measures to be identified and included in monitoring for the Economic Masterplan and the Corporate Plan	Head of Strategy & Policy, Economy & Place	September 2012	●	Appropriate measures have been included in the EMP and Corporate Plan and these are monitored periodically.
F	That the Council considers a range of innovative methods of reducing carbon emissions from all forms of transport and keeps a 'watching brief' on the developments of technology for low-carbon vehicles.	Annual updates will be provided to accompany the Policy Review Recommendations Performance Monitoring report.*	Head of Streetscene	December 2012	●	Refer to item A for explanation
G	That the Council explores ways in which to encourage partners to explore the use of low-carbon vehicles where appropriate.	Share the outcomes of the service review through regional networks including holding a regional conference on low carbon vehicles.	Head of Streetscene	October 2012	●	<p>Interest from regional partners for a conference was limited.</p> <p>This prompted the development of a research project with Sunderland University to track and monitor electric vehicles used by the Council, the University and Go Ahead to establish a practically based rather than theoretically based business case for electric vehicles which will then be shared with regional networks.</p> <p>We will use the networking activities under the CASCADE European best</p>

## Appendix G

Environment and Attractive City Scrutiny Committee: Low Carbon Vehicles in the Delivery of Public Services: Policy Review recommendations 2011/12

						practice programme to do this during 2013/14.
H	That the Council collaborates with NEPO to present the business case to the region's local authorities and other public sector bodies, to gain the level of commitment required to progress this agenda.	Share the outcomes of the service review through regional networks including holding a regional conference on low carbon vehicles.	Head of Streetscene	October 2012	●	Refer to item G for explanation
I	That NEPO considers undertaking further research and analysis to ensure there is clear business case for regional procurement.	<p>Help set up and support the sharing of outcomes of the service review, including the proposed regional conference (see (g and h)</p> <p>Carry out research on the regional interest in low carbon vehicles using the service review completed by Sunderland, using the NEPO Joint Committee protocols to support development of a strategy business case for regional procurement collaboration.</p> <p>Carry out market engagement with potential suppliers of low carbon vehicles, with Sunderland to (a) further assess the viability of a regional procurement and (b) encourage interest in the potential procurement especially from local suppliers</p> <p>Local Authorities in the North East formally asked to opt in or out of a regional collaborative procurement</p>	Director NEPO	<p>October 2012</p> <p>November 2012</p> <p>December 2012</p> <p>December 2012</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	NEPO is not yet in a position to use the output from the Service Review to engage with the region to assess the demand and business case for a regional procurement. It remains an ambition when Sunderland are able to demonstrate an attractive proposition.

**Appendix G**

Environment and Attractive City Scrutiny Committee: Low Carbon Vehicles in the Delivery of Public Services: Policy Review recommendations 2011/12

		of low carbon vehicles.				
--	--	-------------------------	--	--	--	--

## Appendix H

### Health and Wellbeing Scrutiny Committee Health Inequalities: Veterans Health Needs

Review Progress Summary				
not on schedule	on schedule	undeliverable	achieved	Total
	3	0	11	14

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
A	<b>NE LA services should actively ask the question of those they provide services for “have you served in the UK Armed Forces”</b>	<p>The Council is establishing a model of identification and integration to enable the service community to be appropriately directed and supported using existing services. There is particular focus within this model on housing needs.</p> <p>The model of working will achieve :</p> <ul style="list-style-type: none"> <li>• Support for the armed forces community to settle back into the community;</li> <li>• An audit of the provision of services to veterans by statutory and voluntary agencies operating in Sunderland; and</li> <li>• The development of accurate identification of service personnel in the community</li> </ul> <p>The aim is for 100% of service leavers locating in the city of Sunderland to be provided with transition plans and a package of support.</p>	Alan Caddick, HHAS	September 2013		This is an ongoing piece of work with partners and through the Armed Forces Network. Awareness of Veterans and their issues is to be a priority and training is to be provided for all partner organisations. This improved understanding and awareness will allow us to develop and establish a sustainable model and allow us to be better prepared for the likely increases in veterans coming back into the city as a result of the downsizing of the armed forces.
B	<b>That all organisations providing ( or potentially providing) services for the</b>	The first step in this process has involved working with the 54 GP practices in the city to identify service leavers through GP registration.	SAFN / CCG	September 2013		Currently testing with Sunderland CCG and SAFN a process to proactively identify veterans who may

Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

	<p><b>ex-service community should encourage veterans to voluntarily identify themselves by asking “ have you served in the UK Armed Forces”</b></p>					<p>be registered with GP practices. Depending on the success of the pilot it will be rolled out further.</p>
C	<p><b>NE LAs should consider dedicating a chapter in their Joint Strategic Needs Assessments to vulnerable service leavers and their needs and identifying as a target population the ex- service community within their strategic planning processes in relation to social exclusion, anti-poverty, homelessness and offending</b></p>	<p>The Joint Strategic Needs Assessment has been fundamentally reviewed and includes work to establish the needs of the ex-service community.</p> <p>Through the JSNA the council has led on developing a shared understanding of the needs of the ex-service community. The Council has developed links with each of the Armed Forces in the city and supports the Sunderland Armed Forces Network (SAFN), a network of ex-service personnel who target support for veterans and their families.</p> <p>Sunderland City Council and its partners are working to develop their understanding of</p> <ul style="list-style-type: none"> <li>• The impact of the economic downturn and welfare reform on individual households and including ex-service personnel;</li> <li>• improved engagement with ex-service personnel to integrate vulnerable groups’, and their representative groups’, views of needs and preferences in this analysis;</li> <li>• This will include an analysis of those individuals most at risk of exclusion and the degree of this exclusion at a community and individual household level.</li> </ul>	<p>Performance Team</p>	<p>Completed</p>	<p>●</p>	<p>Ex-Service Community information is located mainly in Isolation section of JSNA with additional information within Mental Health and Physical Disabilities.</p>
D	<p><b>As some sections of ex-service community are vulnerable and hard to reach NE LAs work with</b></p>	<p>The local authority and the third sector organisations such as ex-service charities will aim to develop a formal process for referring vulnerable service leavers into specific services.</p> <p>By using the partnerships within the Sunderland Armed Forces Network (SAFN) we will be able to deliver support across the whole spectrum of</p>	<p>SAFN</p>	<p>2013</p>	<p>●</p>	<p>Work will be carried out with all Registered Providers and supported housing providers to ensure</p>

Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

<p><b>third sector bodies which provide an outreach service (such as ex-service charities and Norcare) to raise awareness and improve access to available support mechanisms</b></p>	<p>needs:</p> <ul style="list-style-type: none"> <li>• Recent service leavers</li> <li>• Those who may be excluded from accessing services</li> <li>• Those who may only need some low level of support</li> <li>• The model of working will utilise those who are successfully integrated to help shape services for others</li> </ul> <p>Specific achievements so far include:</p> <ul style="list-style-type: none"> <li>• Outreach services co-ordinated so that the identified needs of ex-service personnel are met.</li> <li>• Information Leaflets have been located in all of the city's libraries</li> <li>• Exhibitions have being linked to major events: Sunderland International Airshow, Remembrance Day, Armed Forces Day.</li> </ul> <p>Demand for advice has continued to rise for all vulnerable groups and is projected to rise further due to the impact of ongoing welfare reform and personal debt levels.</p> <p>A new model has been adopted which is the way that the council intends delivering all information, advice and guidance in the future.</p> <p>Customers will receive services at the most appropriate level for them with self serve and mediated access being the main ways that the council delivers information/ advice both directly and through its partners. The outcome is intended to be improved local access to information, advice and guidance for all vulnerable groups.</p> <p>This is in addition to partnership with the Sunderland Armed Forces Network (SAFN) which delivers support across the whole spectrum of needs:</p> <ul style="list-style-type: none"> <li>• Recent service leavers</li> <li>• Those who may be excluded from accessing services</li> <li>• Those who may only need some low level of support</li> <li>• The model of working will utilise those who are successfully integrated to help shape services for others</li> </ul> <p>To date, SAFN has signposted 112 ex-services individuals to support</p>				<p>that outreach services are co-ordinated and that the identified needs of ex-service personnel are met.</p> <p>It is expected that the self directed support approach and focus within our personalised service to be pro active in supporting the veteran community.</p>
--	---	--	--	--	---

Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

		services.				
E	<b>That all agencies should make use of and promote local directories of services provided by the voluntary and community sector and statutory provision for those seeking help and for those making referrals (e.g. web based directory provided by Veterans NE and Finchale College, Durham)</b>	Sunderland City Councils Community IT Team have worked with Sunderland Armed Forces network to support the development of their own Community of Interest web portal. The Website: <a href="http://www.safn.org.uk">www.safn.org.uk</a> contains information about all members of SAFN <a href="http://www.safn.org.uk/contacts.html">http://www.safn.org.uk/contacts.html</a> and will include signposting to all partners and agencies who provide services and support to the ex-forces community. <a href="http://www.safn.org.uk/a-z.html">http://www.safn.org.uk/a-z.html</a>	Debbie Ross, e - Neighbourhood Programme Manager, ICT, Chief Executives			The website is continuing to be developed into an information portal.
F	<b>That NE LAs examine opportunities for using digital media to improve communication with the ex-service community and raise awareness of available support mechanisms</b>	The establishment of the safn.org website demonstrates the use of digital media to engage support and communicate with the Ex-Service Community in Sunderland. SAFN is also utilising other digital media such as film (see sites home page) and will be reviewing the utilisation of social networking tools to further engage. The Councils Community IT Team <a href="http://www.sunderland.gov.uk/communityit">www.sunderland.gov.uk/communityit</a> work with many communities across Sunderland supporting the development of digital programmes. The Team support 162 individual organisations to offer services to their individual client groups and Communities of Interest. Many of these Voluntary & Community Sector organisations support the very hardest to reach or disadvantaged communities or those from specific interest group that it is likely include ex-Service Personnel and their families.	Debbie Ross, e - Neighbourhood Programme Manager, ICT, Chief Executives			To raise awareness across the whole city, through the Network, SAFN has arranged to have a monthly column about the armed services in the Sunderland Echo. There will also be a two-page spread on the work of the Armed Forces Network highlighting the work of all of its constituent organisations.

Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

			SAFN			
<b>G</b>	<b>That NE LAs and other key partner organisations across the region should consider identifying a senior figure who can act as a champion for the ex-service community and establishing a central point of contact in each local authority area or sub - region to assist when the ex-service community experience difficulties. (examples of possible approaches are set out in Joint report)</b>	The Leader of the Council has been appointed as the Council's Armed Forces Champion ensuring that military involvement is embedded at the highest levels within the Council and senior officer time has been given to enhance the support for the Armed Forces community and develop the partnership with the three services.	Alan Caddick HHAS Head of Housing			Officer champion regularly attends SAFN meetings
<b>H</b>	<b>That LAs should consider how to bring together voluntary organisations large and small with a specific interest in the</b>	Sunderland's Armed Forces Network (SAFN) was set up by Veterans to bring together local and national statutory bodies, agencies, and charities who are involved in delivering welfare and support for armed forces personnel, Veterans and their families..				SAFN network meetings provide a useful opportunity for support providers to exchange information



Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

	welfare of the ex-service community in light of the Government's response to the task force on the Military Covenant.					
I	<b>NE LAs strongly recommended to explore options for establishing and publicising a central point of contact telephone number -to increase the chances of people getting the help they need and to provide a consistent standard across the region. (Model adopted by Hampshire County Council, in which telephone enquiries are channelled to a specific staff member is particularly worth consideration</b>	<p>The Council's Customer Service Network is the single point of contact for all ex-service personnel.</p> <p>The Customer Access Strategy has created a set of intuitive thematic groupings for Council Services. A new "thematic groupings" numbering strategy is now in place and fully operational.</p> <p>All data and requests for service from ex-service personnel are delivered across these thematic groupings rather than a separate number being developed to ensure consistency of approach and depth of first contact resolution.</p>	Liz St Louis, Head of Customer Service and Development, City Services			Work is ongoing to fully embed all Council Services within the Council's Customer Contact system and this will include services particularly relevant for ex-service personnel.
J	<b>That local authorities across the region examine the scope to</b>	This will be considered as part of our future commissioning intentions for housing related support that will be developed by September 2013, with implementation of new arrangements from April 2014.	Alan Caddick HHAS	September 2013		

Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

	provide housing related support for ex- service tenants once a property has been identified.				●	
K	That the new Health and Well-being Boards prioritise veterans' mental health issues, taking a lead in ensuring that on day 1 of discharge into civilian life that services are in place to meet the needs of the ex-service community in relation to both NHS and social care provision.	Sunderland Clinical Commissioning Group Commissioning Intentions for 2012/13 specifically references military & veterans' health and will introduce major changes to mental health contracting during 2012-13. This will include a shift from block grants to Payment by Results which is associated with individual service users and their interactions with mental health services.	HWB / CCG	Completed	●	Commissioners will work constructively with providers to ensure a smooth transition to this new Care Packages and Pathways Programme (CPPP) system throughout 2012/13.
L	Joint Strategic Needs Assessments should specifically identify the mental health needs of the ex-service community including families and dependants	The revised JSNA addresses the Mental Health Needs Assessment.	Performance Team	Completed	●	Assessment will include better understanding of needs and services e.g. housing, drug and alcohol dependency, post traumatic stress disorder, mental health, money etc.
M	Local authorities and GP consortia should be actively	Sunderland Council has been working actively with Sunderland Clinical Commissioning Group to shape the Commissioning Intentions.				Commissioning intentions for year ahead are awaited

Appendix H

Health and Wellbeing Scrutiny Committee  
Health Inequalities: Veterans Health Needs

	engaged in joint planning and commissioning of services with the NHS			Completed	●	
N	Local Authorities should be actively engaged in the NHS Armed Forces Network and consider how they can take on a leadership role in relation to veterans mental health issues - perhaps linked to the formation of the new Health and Wellbeing Boards	Sunderland Armed Forces Networks has been established - and is open to other local authority areas - meetings take place monthly.	SAFN	Completed	●	<p>Progress to date:- Membership of SAFN NHS SOTW regularly represented at SAFN Provision of updates to SAFN</p> <p>Representatives from NHS SOTW attend the SAFN. Representation from the CCG has taken place.</p>

## SCRUTINY COMMITTEE

25 APRIL 2013

## OFSTED INSPECTIONS OF SAFEGUARDING AND LOOKED AFTER CHILDREN SERVICES

## Report of the Chief Executive/Director of Children's Services

**1. PURPOSE OF THE REPORT**

- 1.1 To provide this Committee with the final inspection report and draft action plan following the recently successful Ofsted inspection of the council's Adoption Service. A copy of which are provided as **appendix 1 and 2** respectively. The inspection report was published on the Ofsted website on 3 April 2013 and judged the service's 'Overall Effectiveness' to be 'Good'. The service was considered to be 'Good' for each of the four sub-judgements, with the exception of 'Quality of service' which was considered to be 'Outstanding'.
- 1.2 To provide this Committee with a second progress update on the implementation of the action plan arising from the announced inspection of Safeguarding and Looked After Children Services, which took place in February / March 2012. A copy of which is provided as **appendix 3**.

**2. ADOPTION INSPECTION REPORT AND DRAFT ACTION PLAN****2.1 Introduction And Background**

- 2.1.1 Ofsted conducts inspections of local authority Adoption Services on a three yearly cycle to provide assurance that services are being delivered in line with the Children Act 2004 and within the National Minimum Standards. Sunderland Council's Adoption Service has been inspected on three previous occasions (i.e. November 2010, August 2008 and August 2005), with the 2010 inspection finding the service to be 'Good' with a number of 'Outstanding' features.
- 2.1.2 In April 2012, Ofsted began a further round of Adoption Service inspections. The current round of inspections grades services using the following judgements:
  - **Outstanding:** A service of exceptional quality that significantly exceeds minimum requirements
  - **Good:** A service of high quality that exceeds minimum requirements
  - **Adequate:** A service that only meets minimum requirements
  - **Inadequate:** A service that does not meet minimum requirements

**2.2 The inspection process**

- 2.2.1 On 28 January 2013 the council received notification from Ofsted that the Adoption Service was to be inspected. Two Ofsted inspectors were on-site between 11 and 14 February 2013 (i.e. four days) during which time they

reviewed a range of key documents and evidence, management information and case files. They also spoke to a range of stakeholders, including:

- Service managers
- Social Workers and Adoption Service staff
- Independent Review Officers (IROs)
- Adoption Panel Chair
- Key partners from Health and Education
- Children and young people who have been adopted
- Adopters
- A birth parent

2.2.2 During their four days on-site, the inspectors also observed examples of practice, including a Permanence Monitoring Group meeting, a Pre-planning meeting and a Review of the introductions meeting. The latter meeting enabled the inspector to meet with a foster carer, an adopter and a sibling group that had been introduced prior to an adoption placement.

## 2.3 The inspection findings

2.3.1 Ofsted judged the Adoption Service to be ‘Good’ overall. Three of the four sub judgements were graded as ‘Good’, with a fourth graded ‘Outstanding’, i.e.

<b>Overall Effectiveness</b>	<b>Good</b>
Outcomes for children and young people	Good
Quality of service	Outstanding
Safeguarding children and young people	Good
Leadership and management	Good

2.3.2 A copy of the report is attached as **appendix 1**, however some of the key findings included:

- A good and effective adoption agency.
- The service is ambitious for its children and successfully places a much higher than average proportion of children for adoption, a significant number of whom are older, part of large sibling groups or disabled (a large majority of these within appropriate timescales).
- The service excels at matching, and is extremely professional and thorough when planning introductions and placements. This results in placements which last, with the disruption rate much lower than the national average.
- Children, adopters and their families are thoroughly prepared and well supported.
- Good and effective multidisciplinary working contributes to the positive outcomes which children experience. As a result, children live in safe and secure families who meet their needs.
- The whole service, including members, managers and staff, are fully committed to adoption, and demonstrate a high level of understanding,

skills, experience and qualifications to enable them to provide an effective service.

- Leaders and managers are ambitious for the service and have a good and realistic understanding of its strengths and weaknesses.

2.3.3 To improve the quality and standards of care further, Ofsted made the following recommendations:

- Continue to develop ways of using the wishes, feelings and views of children to monitor and develop the service (NMS 1.6)
- Ensure children have prompt access to specialist services, with particular reference to psychological support (NMS 5.4)
- Continue to improve on adhering to timescales, particularly in addressing the child's need for a permanent home and making a permanence plan at the four month review. (Adoption and Children Act 2002 Statutory Guidance paragraph 2.2)

2.3.4 An action plan has been developed to address the formal recommendations in the report, which is attached as **appendix 2**. During the final feedback to the service, the inspectors also offered some suggestions as to how the council could further strengthen service delivery and support continuous improvement. The service has reflected upon these and included in the draft action plan those where the necessary resources exist to deliver the improvements.

### **3. ANNOUNCED INSPECTION OF SAFEGUARDING AND LOOKED AFTER CHILDREN SERVICES ACTION PLAN PROGRESS**

#### **3.1 Introduction And Background**

3.1.1 The announced inspection report was published on the Ofsted website on 10 April 2012 and graded Sunderland as being 'Good' against each of the four headline inspection judgements.

Judgement	Safeguarding services	Services for looked after children
Overall effectiveness	Good	Good
Capacity for improvement	Good	Good

3.1.2 17 of the 18 supporting judgements were 'Good', with the remaining judgement (which related to the quality of provision within safeguarding) being 'Adequate'.

3.1.3 An action plan was developed by the council and its partners to address the 13 'formal' areas for improvement specifically identified within the Ofsted report. The action plan also sought to address the 'softer' areas for improvement which were referenced throughout the main body of the Ofsted report and the subsequent CQC report. The improvements centred around eight key themes i.e.

Improvement themes	
A – Quality of assessment and planning	E – Early intervention / partnership working
B – Service user engagement / views	F – Education
C – Health services	G – Workforce
D – Quality assurance / performance management	H – Offending

3.1.4 It was agreed that regular monitoring reports would be provided to the Scrutiny Committee and the Sunderland Safeguarding Children Board (SSCB), and that these would be shared with the Children’s Trust. This is the second update report for the Scrutiny Committee. A first update was provided in September 2012.

### 3.2 Progress to date

3.2.1 A detailed update of progress against each action within the action plan is attached as **appendix 3**. This demonstrates that all areas of the action plan have begun implementation with all actions RAG rated as either Amber or Green.

3.2.2 Of the 13 formal areas for improvement, eight are Green and five are Amber. A summary of the progress is provided within the table below.

Formal area for improvement	RAG rating	Plan ref no	Progress summary
<b>SAFEGUARDING SERVICES</b>			
<b>Immediately</b>			
Ensure that all assessments clearly identify risk and protective factors and include contributions from partner agencies who are involved with the family	Amber	A1 & A2	<ul style="list-style-type: none"> <li>Forms amended and managers / staff reminded of their responsibilities.</li> <li>Risk assessment model in use across the service.</li> <li>Analysis workshops held.</li> <li>Casefile audit process modified and improved.</li> <li>Joint case file audits undertaken with Health to inform planning for new assessments, which was positive.</li> </ul>
Ensure that all assessments take into full account the views of children and families and that children are seen alone, when appropriate	Green	A14 & A15	<ul style="list-style-type: none"> <li>Views of children and families added as a drop down flag on CCM.</li> <li>Managers have reminded staff of their responsibilities.</li> <li>Case file audits will monitor translation into practice. Joint audit undertaken with Health which was positive.</li> </ul>
<b>Within 3 months</b>			
Ensure that all child protection plans are specific and measurable including clear timescales for action and that all core group discussions are effectively minuted so that progress can be monitored more effectively	Amber	A4 & A5	<ul style="list-style-type: none"> <li>New formats and templates developed and are being used.</li> <li>Outline plan with sample outcomes developed and in operation. Positive feedback received from social workers, partners and families.</li> <li>Monitoring of practice through audit process.</li> <li>Admin support to CP review panel reviewed, improved and now implemented,</li> </ul>
Review the chairing of conferences to ensure that they are chaired by professionals who have the requisite experience and expertise to undertake this role	Green	D2	<ul style="list-style-type: none"> <li>Review has taken place. SSCB agreed to not pursue the use of partner agency chairs.</li> </ul>

Formal area for improvement	RAG rating	Plan ref no	Progress summary
NTWNHSFT to ensure that revised pathways of care are effectively implemented for children and families who need specialist services from CAMHS	Green	C1	<ul style="list-style-type: none"> <li>Pathways developed and are being monitored.</li> </ul>
Ensure, as far as is practically possible, that the ethnicity of all staff is known so that the local authority can evaluate accurately whether the workforce reflects the diversity of the local population	Amber	G1	<ul style="list-style-type: none"> <li>An on-line questionnaire was issued to all council staff in October 2012 to gather this information (as part of the wider council response to the new Public Sector Equality Duty).</li> <li>The response rate for Safeguarding was 32% and so consideration is currently being given to how Safeguarding staff who did not complete the questionnaire are encouraged to supply this information.</li> </ul>
<b>Within 6 months</b>			
The LADO annual report should include more detailed analysis of activity to ensure senior managers and partner agencies have a good understanding of the effectiveness of the service	Green	D3	<ul style="list-style-type: none"> <li>An outcome based report was presented to SSCB in October 2012.</li> </ul>
Reporting of private fostering arrangements should be more robust to ensure that senior managers are able to assure themselves that requirements are met	Amber	D4	<ul style="list-style-type: none"> <li>An annual report was presented to Safeguarding SMT in November 2012 and will be presented to SSCB in February 2013.</li> <li>Private fostering data to be included in weekly performance monitoring reports.</li> </ul>
Ensure that learning from complaints is identified more clearly and used to improve practice across safeguarding and looked after children's services	Green	B1	<ul style="list-style-type: none"> <li>A new process has been developed and is starting to be implemented.</li> <li>Complaints Manager attends quarterly Safeguarding Managers Meeting</li> </ul>
<b>SERVICES FOR LOOKED AFTER CHILDREN</b>			
<b>Immediately</b>			
Ensure that all looked after children, according to their age and understanding, are seen alone when visited by their social worker	Green	A16	<ul style="list-style-type: none"> <li>See A14 and A15 above.</li> </ul>
<b>Within 3 months</b>			
STPCT to identify a designated doctor for children and young people to ensure that a health practitioner is in a position to have a strategic influence and overview on the health of looked after children	Green	C20	<ul style="list-style-type: none"> <li>Service Specification agreed – needs sharing with all Designated LAC professionals.</li> <li>LAC Designated Doctor appointed.</li> <li>Designated Nurse's role outlined in service specification which accords with Statutory Guidance.</li> </ul>
NTWNHSFT to monitor the effectiveness of the new pathways of care for looked after children and young people who need services from CAMHS	Green	C21	<ul style="list-style-type: none"> <li>Pathways developed and are being monitored.</li> <li>LAC Team understand how to get support for children and young people.</li> <li>Working Group on Care Pathways has been developed – led by Project Manager</li> </ul>
Ensure that robust and transparent reporting arrangements about the outcomes of Regulation 33 visits are in place	Amber	D9	<ul style="list-style-type: none"> <li>A new reporting format and governance arrangements have been agreed.</li> <li>Reg 33 report presented to Corporate Parenting Board and MALAP in October 2012.</li> </ul>

3.2.3 In addition to the formal areas for improvement, the primary focus within the council has been on driving up the quality of safeguarding provision, which



was the one area in which Sunderland failed to be assessed as 'Good'. Prior to the inspection it was already recognised that improving the quality of children's assessments and plans was the highest priority for the safeguarding service. The inspection outcome brought this imperative into even sharper focus and gave the service a strong mandate to come up with a new approach.

- 3.2.4 In recent years, considerable work has been undertaken to ensure the infrastructure was in place to support an improvement in quality in the Children's Social Work Service, for example ensuring a stable workforce through the recruitment and retention strategy, and making changes to the ICT system (CCM) to facilitate qualitative thinking and analysis. Prior to the inspection the main method employed to address quality issues had been the case file audit system. Although it had been useful in identifying areas of concern to be flagged up with Team Managers and social workers, it had limited efficacy in improving the overall quality of case files.

#### ***Case file audits***

- 3.2.5 The Case File Audit system has been reviewed and revised following feedback from Ofsted. The case file audit tool has now been amended to ensure that it gives an overall judgement of quality and an on-line system has been developed which will generate regular monitoring reports. These reports will provide the service with quantitative data around the quality of casefiles, against which a baseline and targets can be set and improvement demonstrated over time.

#### ***Multi-agency audits***

- 3.2.6 In October 2012, an audit of 20 Children's Social Work assessments was undertaken by Health and Social Work professionals, considering a random sample of initial and core assessments from a variety of social work teams (the majority being in the newly formulated risk / parenting assessment format).
- 3.2.7 Improvements to the new assessment format were identified through the audit and these have now been incorporated into the document. Health colleagues requested anonymised copies of some of the outstanding assessments to share with staff as good practice examples. Further multi-agency audits are now being planned.

#### ***Total quality management***

- 3.2.8 Although, it has a part to play, the revised case file audit system cannot alone drive the improvement in quality that is needed in the required timescale and so a broader approach has been developed. The new broader approach draws on the principles of Total Quality Management (TQM), a quality improvement system that originated in industry but has been successfully applied to social care organisations in the U.S and the U.K. The principles of TQM can usefully be applied to the problem of inconsistent quality of children's case files. The three main components of TQM are:

- Shared leadership and employee involvement – based on the concept that the staff doing the work can create better processes to produce a higher quality product
- Customer focus and emphasis on service quality
- Management by fact and continual improvement

TQM principles have been applied to develop the plan to deliver improvements in the quality of assessments and plans.

### 3.2.9 Progress to date includes:

- A new management structure, which reduces the number of “layers” between social workers and senior managers, has now been implemented
- Significant improvements have been made to the CCM documentation, for which there has been positive feedback from social workers, families and other professionals.
- The Quality Assurance system for reports and plans to Court has been reviewed and revised.
- Senior managers have met with nearly all social work teams to identify the barriers to producing good quality assessments, plans and case recording, and to identify what needs to change to overcome them.
- Social Work practice standards have been updated and revised with an emphasis on quality and outcomes. These have been re-launched, reconfirming high expectations of staff
- The Training and Development programme for social workers has been reviewed with particular emphasis on the quality of assessments, including analytical skills. The programme incorporates a Quality workshop with legal services drilling down into the fundamentals of producing high quality reports for court.
- A number of high quality pieces of work have been identified that can be used as model examples and ensure consistency in “knowing what good looks like” across the service.
- The Independent Reviewing Team has reviewed and strengthened the Quality Assurance Framework in relation to their QA role in assessment and planning for individual children. As part of this, the Compliance monitoring form has been updated and re-launched, and now reflects whether the child / young person’s views have been shared in the conference and how that was enabled in the conference.
- The formal professional dispute procedure in relation to IROs is very rarely used, however a range of different interventions are utilised by IROs to question and challenge both the quality of child protection planning and care planning and the progress of agreed actions following Conferences and Reviews. The Acting IRO Manager is exploring ways in which these less formal challenges can be recorded and quantified, and the best way to demonstrate the impact of this level of challenge on outcomes.

### **Summary**

3.2.10 The announced inspection action plan sets out the actions being taken to ensure that all children and young people in Sunderland are safe and have

the best possible quality of life. All areas of development identified in the Ofsted report are noted in the action plan including items for immediate attention and items for action within 3 and 6 months respectively. It shows how we mean to maintain and improve our high standards. Significant progress has been made since Ofsted and CQC were on-site in February / March 2012. However the full impact of the action plan on improved outcomes for children and young people will inevitably take some time.

#### **4. RECOMMENDATIONS**

- 4.1 The Scrutiny Committee is asked to note the very positive Adoption Inspection report and the associated actions the council plans to undertake in response.
- 4.2 The Scrutiny Committee is requested to note the progress to date in implementing the announced inspection action plan.

#### **5. APPENDICES**

- 1 Sunderland City Council Adoption Service inspection report (February 2013)
- 2 Adoption inspection: Draft action plan
- 3 Announced inspection action plan update – February / March 2013

---

**Contact Officer:** Meg Boustead  
0191 561 2356  
[meg.boustead@sunderland.gov.uk](mailto:meg.boustead@sunderland.gov.uk)



# Sunderland City Council Adoption Service

Inspection report for local authority adoption agency

---

<b>Unique reference number</b>	SC056878
<b>Inspection date</b>	14/02/2013
<b>Inspector</b>	Rosemary Chapman / Stephen Smith
<b>Type of inspection</b>	Full

---

<b>Setting address</b>	Sandhill Centre, Grindon Lane, Sunderland, SR3 4EN
------------------------	--

<b>Telephone number</b>	0191 382 3108
<b>Email</b>	
<b>Registered person</b>	City of Sunderland
<b>Registered manager</b>	Jenny Parkin
<b>Responsible individual</b>	Meg Boustead
<b>Date of last inspection</b>	24/11/2010

---

© Crown copyright 2013

Website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

This document may be reproduced in whole or in part for non-commercial educational purposes, provided that the information quoted is reproduced without adaptation and the source and date of publication are stated.

## Service information

### Brief description of the service

This is a local authority adoption agency which undertakes all statutory responsibilities relating to adoption. These duties include: placing children who have adoption as a care plan with suitable adoptive families; recruiting, preparing, assessing and approving adoptive families, including those who wish to adopt from overseas; providing support to adoptive families both pre and post adoption; providing a service to adopted people in relation to access to records and birth records counselling; and providing intermediary services for birth relatives and adopted people. Birth parents are offered counselling and support through in-house arrangements.

In the year ending March 2012 the agency placed 37 children for adoption and approved 16 adoptive families. At the time of the inspection, 28 children were waiting for an adoptive placement.

### The inspection judgements and what they mean

**Outstanding:** a service of exceptional quality that significantly exceeds minimum requirements

**Good:** a service of high quality that exceeds minimum requirements

**Adequate:** a service that only meets minimum requirements

**Inadequate:** a service that does not meet minimum requirements

## Overall effectiveness

The overall effectiveness is judged to be **good**.

This is a good and effective adoption agency which successfully places a much higher than average proportion of its children for adoption, a significant number of whom are older, part of large sibling groups or disabled. Although these children are traditionally seen as harder to place, the agency successfully places a large majority of these within appropriate timescales. It is ambitious for its children and will continue to seek an adoptive placement as long as that remains the best plan for the child, which may then result in taking a longer time than average. It also excels at matching, and is extremely professional and thorough when planning introductions and placements. This results in placements which last. The disruption rate is much lower than the national average, and there have been no disruptions for over two years, despite the large number of children placed and their more complex needs.

Children have good outcomes. They are fully involved in their plans and have an excellent understanding of what is happening to them, as they are prepared very

well by very skilful, sensitive and knowledgeable social workers. People who wish to adopt are thoroughly prepared and assessed so that they have the right competences to be successful adoptive parents. Families are well supported to ensure they can successfully meet the needs of children placed with them. Good and effective multidisciplinary working contributes to the positive outcomes which children experience. As a result, children live in safe and secure families who meet their needs.

The whole service, including members, managers and staff, are fully committed to adoption, and demonstrate a high level of understanding, skills, experience and qualifications to enable them to provide an effective service. Leaders and managers are ambitious for the service and have a good and realistic understanding of its strengths and weaknesses. Since the last inspection they can demonstrate a number of improvements which have resulted in more positive outcomes for children.

Areas for further development include continuing to ensure that timescales for children are met, particularly when looking at a child's need for permanence, further using the views of children to improve the service and improving access to psychological support.

## Areas for improvement

### Recommendations

To improve the quality and standards of care further the registered person should take account of the following recommendation(s):

- continue to develop ways of using the wishes, feelings and views of children to monitor and develop the service (NMS 1.6)
- ensure children have prompt access to specialist services, with particular reference to psychological support (NMS 5.4)
- continue to improve on adhering to timescales, particularly in addressing the child's need for a permanent home and making a permanence plan at the four month review. (Adoption and Children Act 2002 Statutory Guidance paragraph 2.2)

### Outcomes for children and young people

Outcomes for children and young people are **good**.

Children are very clearly involved in the plans for their adoption and contribute their wishes and feelings as appropriate to their age and understanding. These are taken into account as far as possible. For example, a child expressed a wish not to be placed in a family with a daddy and was subsequently placed with a single female adopter. Likewise, when the child's expressed wishes are not in their best interests, this is thoroughly explained to them, for example, if it is not appropriate to be with their siblings despite their wish to be placed together.

Children are very well prepared for their adoptive placement, which enables them to settle and develop positive relationships with their new families while understanding their past. Social workers demonstrate an extremely good understanding of the importance of preparing a child well and use a number of tools to enable them to carry this out effectively and with sensitivity. Likewise, introductions fully take into account the needs of children so they understand what is happening. For example, children have their own child-friendly timetable so they can see what is planned for each day and have a visual representation of when they will be moving.

Children are generally placed without unnecessary delay in families who have been thoroughly assessed as being able to meet all the child's identified needs. The majority of delay is attributable to court processes, such as further family member assessments. Although this is out of the agency's control, it has worked with the courts to improve this, with some positive effect. This agency has a sustained track record of placing siblings together and children who are older and with more complex needs. Children over five years old comprise 12% of children to be placed for adoption, and there is a high proportion of sibling groups, some of whom become joined with current care proceedings which again contributes to delay. Recently the agency has placed children who are 10 years old, three disabled children and seven sibling groups. Despite the increased difficulty of finding appropriate families for larger sibling groups and older children, last year 73% of children were placed within 12 months of the agency decision, and 94% were placed within 12 months of the authority to place. The agency is tireless in its efforts to find suitable families, and actively uses voluntary adoption agencies if it cannot place children with an in-house family. The low disruption rate compared with the national average (there have been no disruptions in the last two years despite high numbers of more complex children being placed) is testament to the effective matching and support, and contributes to children's sense of belonging and security.

Children live in safe and secure families who meet their needs. They make good progress in all aspects of their development and are happy. One social worker commented on 'the massive progress' a child had made since being placed for adoption, and another said, 'the change is incredible'. Social workers describe children as becoming more relaxed, developing very positive relationships with their new families and becoming more self-confident. Children have positive contact with their birth families and their siblings if they are not placed together, to ensure they develop a positive identity and understand their heritage.

Children have their health needs fully met through both universal and specialist services. The medical advisers and looked after children's nurse are involved in health assessments, and ensuring adopters know how best to meet any identified health needs. However, the recent reorganisation of the child and mental health service has led to a delay in accessing psychological support. The agency has recognised and is actively addressing this with its partners.

Children placed for adoption are supported to achieve well at school. The virtual school has effective procedures to ensure adopters are supported to obtain the



preferred school placement for their child. The team offers support with appeals and ensuring personal education plans are progressed within timescales. The team is also involved in accessing financial resources for both extra-curricular activities and tuition to ensure children have the best chance to achieve to their full potential.

## Quality of

The quality of the is **outstanding**.

There is a very high degree of satisfaction with the service. Extremely positive comments were received from stakeholders, adopters, birth parents and children. One birth parent commented about the support: 'It's been really good. I can't fault it.' Adopters speak effusively about their individual social workers, using phrases such as, 'absolutely brilliant', 'excellent', and, 'I can't heap enough praise; I could not have asked for more.' Stakeholders have been similarly impressed and comment that the service is 'impressive and child-focused'.

Information evenings are held regularly and advertised widely so that anyone interested in knowing more about adoption can find out without delay. Adopters commented that these were 'very informative'. Adopters are very positive about the information and counselling and preparation courses, and comment that they really helped them understand all the issues, were delivered very sensitively and encouraged questions and debate in a safe forum. Assessments are thorough but not perceived as being overly intrusive. The preparation and assessment of adopters have been strengthened following learning from feedback and are now far more focused on the experiences of the child, attachment, grief and loss. This results in adopters who are resilient and equipped with the competences to parent adopted children effectively. More courses are available to applicants through the joint arrangement which has been put in place with another local authority so that adopter approval is not delayed. A very large majority of adopters are approved within eight months of application, and those who are not have specific justifiable reasons for the delay. The agency is able to use a number of well-established independent social workers to complete assessments to prevent delay.

Life story work is thoroughly embedded in the work of the agency. Children's social workers engage in high quality planned and sensitive direct work with children to ensure they know what is happening to them and understand the reasons. This results in children who are well prepared to move on to their adoptive families, understanding the past but ready to embrace the future. The work is underpinned by life story books and later life letters of a high quality which children receive in a timely way. Child permanence reports are of a consistently good standard, and contain the views, wishes and feelings of parents and children where possible.

The agency is creative and innovative in its approach to family finding. It has embraced a more adopter-led approach through the 'Opening Minds' events, which enable prospective adopters to see DVDs of children and speak to foster carers and social workers to get a realistic picture of a child and their needs. This results in adopters considering children who have needs which they may otherwise have not

considered, and has proved very effective in making good matches. It is also proactive when assessing adopters who may be appropriate for the children they know who are waiting. Additionally it is working with a local voluntary adoption agency to provide concurrent carers so that very young children can be placed without delay. The manager has already explored the possibility of adoption parties as another creative way of family finding. It is tireless in its efforts to find families for children who are seen as traditionally harder to place, and one social worker commented: 'We do not give up.'

Family finding, matching and introductions are carried out with great professionalism. Adopters are provided with a significant amount of information to enable them to make an informed decision about whether they can meet a child's particular needs. This includes meeting with the medical adviser, foster carer, and life appreciation days. The standard of adoption placement reports is very high, and they very clearly outline the reasons for the match and how parental responsibility is going to be exercised. Introductions are very well thought out, with thorough pre-planning meetings which all the professionals attend. Introductions are thoroughly reviewed at a suitable mid-point to ensure everyone is happy with the proposed placement and the timing of it. This enables any doubts to be expressed and amendments made. The quality of information which adopters receive is excellent and presented in a very professional way, to give added value to the significant documents in a child's life. A stakeholder commented that the information provided was of excellent quality, and fully shared with adopters in a timely manner.

The adoption panel is robust and provides effective additional quality assurance of the work of the agency. The whole panel meets with the agency decision maker on a twice yearly basis to provide thorough feedback on its work to drive improvement. Agency decision making is rigorous, well considered and timely.

Adoption support is systematic, well organised and based on a thorough assessment which informs a well-thought out plan that is shared with the family. The social workers work hard to access services when children are placed out of Sunderland and have been successful in achieving this in relation to psychological input and educational provision. The agency offers two social events a year which adoptive families attend and is in the early stages of developing a children's group. The agency works sensitively with adopted adults and birth relatives in relation to access to records and intermediary services in recognition of the life-long implications of adoption.

There is effective and sensitive engagement with birth parents, both by children's social workers and the worker in the adoption team. This includes individual work, such as assistance with letter writing to support contact for the benefit of the child. The worker also supports birth parents with the one-off meeting with adopters, including helping them frame questions. This has a positive impact on future contact arrangements so that children maintain a strong sense of their heritage. The letterbox provides a robust and safe service. Adopters engage well with this and clearly understand the importance of sustaining contact for the benefit of the child. In some instances, children, when they reach an appropriate age, take over the

letter writing, showing how open and understanding adopters are in promoting contact. A birth parent was supported to make a DVD about her experiences which is shown during the information and counselling course. This assists applicants to engage more empathetically with birth families and thus facilitate positive discussions and contact more effectively. Birth mothers are additionally supported by monthly support groups, and the agency has plans to start a birth fathers' group as it has recognised this as a need.

## **Safeguarding children and young people**

The service is **good** at keeping children and young people safe and feeling safe.

Children feel safe and are safe in their adoptive families, and their well-being is promoted in all ways. The people who work for the agency are subject to rigorous recruitment checks to ensure they are suitable people to work with children and other service users. Applicants who wish to adopt are thoroughly assessed and all appropriate checks and references are carried out, including those from former partners and employers. There is a good focus on ensuring enquirers understand the full impact of a child's previous experiences, including those relating to abuse and neglect, on their subsequent behaviour; this is fully addressed during the information and counselling course, preparation and assessment. This results in adopters who understand the challenges of parenting an adopted child and are fully prepared with appropriate strategies to meet that challenge. This includes developing a safe care plan which is relevant to the specific child and their own family circumstances.

Children are safeguarded by regular visits from their social worker and the adopters' social worker. Visiting arrangements can be flexible to suit the needs of the child. For example, a child placed out of Sunderland, and thus more vulnerable because of the distance, was visited more frequently by the social worker because of the good relationship in place. This afforded that child a greater degree of support and security. The children's guide is very child-friendly and gives good information about how a child can contact a number of agencies, including independent support if this becomes necessary.

Adopters are prepared to tackle any incidents of bullying and are also fully aware of the dangers of unsolicited contact through social networking sites. Where there have been issues of a safeguarding nature, children and adopters are fully supported by staff who are open and honest about their role and the primary need to protect children. Staff are fully aware of their safeguarding responsibilities through regular training and access to relevant procedures and guidance. Any adults using the service are similarly protected by social workers who deliver the service in a safe and sensitive way, underpinned by safeguarding procedures which also consider historical abuse.

## **Leadership and management**

The leadership and management of the local authority adoption agency are **good**.

This local authority is passionately committed to adoption as a positive placement choice for children. As a result, a significantly higher proportion of looked after children leave care through adoption (28%), compared with either the national average (13%) or its statistical neighbours. This includes children who are disabled, older and part of large sibling groups, demonstrating the ethos for ensuring that any child for who adoption is appropriate are afforded that opportunity. One social worker commented: 'We don't give up on anyone.' Not only are a large proportion of children adopted, they remain in stable adoptive family placements, as the disruption rate is significantly below the national average. A shortfall which has been recognised by leaders and managers is the timescale of the child's journey to adoption. There has been significant effort to tackle this issue at all stages; leaders and managers have analysed the reasons for delay and taken rigorous steps to address them, resulting in an improving picture for children looked after in the last 12 months. They have also arranged for a diagnostic assessment to assist them further in analysing the reasons and driving improvement.

Once adoption is identified as the plan, there are good systems to monitor and track the child's progress to prevent drift. The permanence monitoring group has been strengthened as a means of undertaking this more effectively. The adoption manager is made aware at an early stage of all the children who may require an adoptive placement to enable her to plan recruitment, assessment and family finding more effectively and prevent delay.

Recruitment of adopters is well planned to take account of the needs of the children requiring adoptive families, most of whom are white British. This is enhanced by the good reputation the local authority has in the area; many adopters apply to Sunderland as it has been recommended to them. There is regular advertising, use of various media, and very regular information evenings, all of which are evaluated for their effectiveness. More recently, the agency has developed links with a well-known organisation which promotes gay, lesbian, bisexual and transgender fostering and adoption to further increase the number of enquirers who apply to Sunderland, and has approved and matched a number of same-sex couples. Children who cannot be placed with families recruited by Sunderland are promptly identified, and family finders make strenuous efforts to find families elsewhere. There is no cap on the use of voluntary adoption agencies to place children.

There is regular rigorous monitoring and reporting to the corporate parenting group, to ensure the council members are fully aware of how Sunderland is performing in relation to adoption. The reports indicate an honest and accurate picture of the strengths and shortfalls and how these are going to be addressed. Leaders and managers demonstrate a very positive attitude to learning from complaints, disruptions, research and feedback. For example, the information and counselling course has been significantly strengthened to be more focused on how the needs of children impact on an adoptive family. The agency asks for feedback from adopters at many stages of the process. It also learns from the views of children but the agency has recognised this is an area which could be developed further. As a result they are in the process of developing a children's group for those young people for whom the social events are no longer appropriate, with a particular focus initially on

updating the children's guide.

There are very effective relationships with a number of partner agencies, including health, education and other adoption agencies, all of whom work together for the benefit of the child and more positive outcomes. One stakeholder commented: 'I have never been more impressed with a local authority. They have a can-do attitude.' However, despite its good reputation and positive feedback, this agency is not complacent and wants to continue to develop and improve. There are number of initiatives, either planned or already initiated, such as adoption parties, concurrency and co-working with another local authority. The agency has also fully addressed the three recommendations from the previous inspection, resulting in very good and consistent information for children and adopters, and clarity regarding actions to take in relation to historical abuse. This has strengthened matching and the stability of placements and improved safeguarding.

The agency provides good and clear information about adoption on its website and through professional leaflets, all of which can be translated into other languages and formats if necessary. The Statement of Purpose is child-focused, the children's guide is child-friendly and all information is readily accessible to ensure anyone who wants to know about adopting through Sunderland can easily obtain the information.

Staff and managers are very experienced, appropriately qualified, knowledgeable and skilled in working with all aspects of adoption. Children's social work teams work well together and with the adoption team for the common purpose of securing the best possible outcomes for children. They have mutual respect for each other and their respective roles. Staff feel well supported by managers at all levels, and describe senior managers as 'approachable'. They are afforded good training opportunities and encouraged to attend to improve and develop their skills and knowledge further. One social worker commented: 'I cannot fault Sunderland from a training perspective. They have looked after me.' Staff receive good and regular supervision to enable them to reflect on and develop their practice. Social workers also comment about the ethos of Sunderland and its managers saying: 'Children's needs come first.'

## About this inspection

The purpose of this inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the relevant regulations and meets the national minimum standards.

The report details the main strengths, any areas for improvement, including any breaches of regulation, and any failure to meet national minimum standards. The judgements included in the report are made against the inspection framework and the evaluation schedule for the inspection of local authority adoption agencies.

## Appendix 2: Adoption Inspection Action Plan - DRAFT

Theme	Ref	Issue raised	Sub ref	Action	Timescale	Responsibility	Progress (RAG)
<b>RECOMMENDATIONS</b>							
Leadership & Management : User engagement	R1	Continue to develop ways of using the wishes, feelings and views of children to monitor and develop the service (NMS 1.6)	R1.1	Establish an Older Children's Group	July 13	Children's Involvement Working Group	
			R1.2	Establish a formal mechanism for capturing children's views at key points in the process (Children's Guide, Adoption Parties, Life Story Work) which is then collated and analysed	September 13	S Lough	
			R1.3	Use Viewpoint to capture and analyse the views of older children placed for adoption	September 13	S Lough	
			R1.4	Establish a mechanism for collating the views of young people as captured by IROs, so that this can be analysed	September 13	K Hall	
Outcomes	R2	Ensure children have prompt access to specialist services, with particular reference to psychological services (NMS 5.4)	R2.1	Hold discussions with CAMHS	June 13	S Lough	
			R2.2	Further actions to be identified after these discussions have taken place			
Leadership & Management : Adoption scorecard	R3	Continue to improve on adhering to timescales, particularly in addressing the child's need for a permanent home and making a permanence plan at the four month review ( <i>Adoption and Children Act 2002 Statutory Guidance paragraph 2.2</i> )	R3.1	Undertake Outcomes UK (Core Assets) Challenge in the w/c 22 April 2013 and respond to the findings	April 13 – March 14	M Boustead	
			R3.2	Shorten timescales for going to external adopters from 3 months to 1 month	May 13	M Boustead / J Parkin	
			R3.3	Review the delegation of funding for family finding	September 13	M Boustead / S Lough	
			R3.4	Resolve issues around the advertising budget for prospective adopters for specific children	July 13	M Boustead / Comms.	
			R3.5	Appoint an officer to the temporary family finding post (AIG funded for 1 year)	July 13	M Boustead / J Parkin	
			R3.6	Continue to strengthen Permanence Monitoring Group	March 14	S Lough	
			R3.7	Continue to strengthen early planning: <ul style="list-style-type: none"> <li>Effectiveness of assessments</li> <li>Purposeful use of PLO</li> <li>2 reviews to be the standard</li> <li>IRO scrutiny</li> <li>Timeliness of referrals to the permanence team</li> </ul>	March 14	D Moore / H Bagley / S Lough / K Hall	
			R3.8	Undertake training with CP Teams around permanence planning and processes involved, looking at the timeliness	September 13	S Lough / R Pickering	

Theme	Ref	Issue raised	Sub ref	Action	Timescale	Responsibility	Progress (RAG)
<b>POTENTIAL AREA FOR DEVELOPMENT</b>							
Outcomes	<b>A1</b>	To consider the inclusion of adopted children within education policies (i.e. within the scope of the virtual school).	A1.1	Ensure that adopted children are included within the policies and protocols of the virtual school as and when each are updated.	Ongoing	D Shearsmith	
Quality of service	<b>A2</b>	To consider the use of Life Appreciation Days for a wider range of children.	A2.1	Review whether the necessary human resources are available from outside the service (e.g. admin support) to take this forward	March 14	S Lough	
	<b>A3</b>	To add Ofsted's contact details into the Children's Guide.	A3.1	Add Ofsted's contact details into the Children's Guide	February 13	A Boucher / L Strother	<b>COMPLETE</b>
Leadership & Management : User engagement	<b>A4</b>	To consider the introduction of a post Adoption evaluation for adopters (e.g. a post Adoption interview as part of the After Adoption Services' visit to reflect upon experiences).	A4.1	Develop a questionnaire to be sent to adopters at the end of the process (with a visit from a manager available upon request or where the need for follow up is identified)	October 13	J Parkin & Adoption Team	
			A4.2	Include adopters' comments in six monthly reports to Corporate Parenting Board	January 14	S Lough / J Parkin	
	<b>A5</b>	Continue to develop a birth fathers group	A5.1	Establish the requirement for a birth father's group by considering what is needed	September 13	J Parkin	
			A5.2	Develop service as required	March 14	J Parkin	
Leadership & Management	<b>A6</b>	To review whether the Panel Adviser role should be separated from the Team Manager role, to provide an extra layer of quality assurance and address management capacity issues.	A6.1	Secure funding for a Panel Adviser post	February / March 13	M Boustead	<b>COMPLETE</b> – AIG funding to be used.
			A6.2	Review what the duties of the Panel Adviser role could be (both statutory and non-statutory)	April 13	S Lough	
			A6.3	Recruit to the Panel Adviser post	September 13	J Parkin	



### Appendix 3: Announced inspection Action Plan (incorporating issues raised in the detailed CQC report) - February / March 13

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
A - Quality Of Assessment And Planning	A1	Ensure that all assessments clearly identify risk and protective factors .....	Para 17, 27, 44, 119	<p>Assessments to not be signed off by Team Managers unless risk and protective factors have been clearly identified and assessments show that children have been seen alone and theirs and their families' views have been clearly recorded.</p> <p>Include the heading IDENTIFICATION OF RISKS &amp; PROTECTIVE FACTORS in the Parenting Assessment / Risk Assessment format</p> <p>Direct discussions to take place between Team Managers and Senior Managers to ensure this is in place immediately. Team Managers to remind staff of the requirement and are to discuss the above with their teams in team meetings by the end of April.</p> <p>Case file audit tool to be modified to measure compliance. Themed audit to take place within 6 months to monitor practice.</p>	Immediate	Denise Moore	<p>Direct discussions have taken place (March 2012) - Senior managers met with Team Managers and instructed them to tell their teams</p> <p>GREEN</p> <p>GREEN – see above</p> <p>Case file audit tool modified. Online audit tool is currently being piloted in IRT – using the grade descriptors used by Ofsted. Plan is to roll out to other service areas early in the new year.</p> <p>The on-line tool will facilitate the production of regular monitoring reports. These monitoring reports will provide the service with quantitative data around the quality of casefiles, against which a baseline and targets can be set and improvement demonstrated over time. Any areas for improvement to individual practice will be raised with the individual case worker through staff supervision, and future practice monitored to ensure the necessary improvements are made. Information collated from the online audits awaited.</p> <p>Small themed case file audit on assessments undertaken in IRT during August 2012. Joint case file audit with health on 26 October to include (i) overall quality; (ii) risk and protective factors; (iii) other agencies involvement; and (iv) the views of children and families.</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<p>Risk assessment model, to be embedded in NQSW induction programme, induction and reinforced with existing staff.</p> <p>Analysis workshops to take place to improve analytical skills of relevant staff. A rolling programme to be established.</p>			<p>Multi agency audit of parenting / risk assessment undertaken on 26<sup>th</sup> October - outcome was positive.</p> <p>Risk assessment model embedded into induction process for all new staff. Reinforced with existing staff through direct discussions – see above. Risk assessment model in use across the service – audit to check that it is happening in August 2012.</p> <p>Risk assessment / parenting model embedded in CP teams, good feedback from Courts / professionals and multi agency audit group.</p> <p>Analysis workshops have taken place. Additional mop-up workshops to be scheduled. A next round of workshops to be scheduled as part of a rolling programme.</p> <p>A one day workshop was held on 20 September with Legal Services to improve assessment skills. An additional workshop with Legal Services is being planned for January 2013, theme is to continue to drive up quality and timeliness of permanency planning</p>
	<b>A2</b>	.....Ensure contributions from partner agencies who are involved with the family are included	Para 27, 44	<p>All assessments need to have multi agency contributions and are not to be signed off by managers unless the partner agency contributions are evident.</p> <p>Within the assessment schedule include the name and date information / contributions from partner agencies was received.</p> <p>Case file audit tool to be modified to ensure compliance. Joint audit with health to ensure that multi-agency information is shared for the purposes of assessment</p>	<b>Immediate</b>	Denise Moore	<p>GREEN – see above</p> <p>With immediate effect</p> <p>Contributions from partners now incorporated into assessment template.</p> <p>Case file audit tools are being modified on an audit by audit basis. Initial Assessment and CIN Plan audits modified to date.</p> <p>A joint case file audit with Health took place on 26 October to inform planning for new</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<p>All CIN / CP / LAC plans, assessments and other relevant documentation to be signed by partners at core groups / Care Team Meetings / CIN planning meetings and scanned into ESCR.</p> <p>Team Managers will not sign off the above documentation until all signatures from family and professionals are evident on the documents.</p>			<p>assessments. This included consideration of (i) overall quality; (ii) risk and protective factors; (iii) other agencies involvement; and (iv) the views of children and families. Joint audit with Health completed on 26<sup>th</sup> October - outcome was positive</p> <p>Minute takers for ICPCs are now using laptops so that Outline CP plans can be printed and signed</p> <p>Implemented with immediate effect. This is fully implemented</p>
	<b>A3</b>	Improve the quality of assessments and recording, ensuring sufficient analysis to inform planning for children and families	Para 17	<p>Develop CSWS standards in all aspects of assessment, planning, monitoring and review which are clear, shared with staff, implemented to a minimum standard and overseen by managers.</p> <p>Case file audit tool to be amended to ensure compliance.</p> <p>Each team to develop good practice file for reference.</p> <p>Themed audit to take place within 6 months to evaluate effectiveness.</p> <p>Team work shops to take place re quality of assessments and plans, and build on and further develop Analysis workshops.</p>	<p>June 2012</p> <p>June 2012</p> <p>June 2012</p> <p>December 2012</p> <p>June 2012</p>	Denise Moore	<p>Development Days held in July 2012 to discuss quality, including the development of practice standards. This will dovetail with the IRO standards that are to be developed. Every other team meeting will include a development session. A report describing the approach to improving quality was reported to CSLT on 26 September 2012 and was well received in relation to the progress made. SW standards draft document was completed and shared with CSLT, managers and staff for consultation purposes. Final document completed and currently working with Corporate Comms re formal presentation of the document and subsequent launch.</p> <p>Case file audit tool amended</p> <p>Good practice files are being developed within teams.</p> <p>This themed audit took place in August 2012.</p> <p>Workshops have taken place in teams, which have been taken</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Parenting / Risk Assessment plans will clarify multi agency roles and responsibilities within the assessments and timescales. All assessment plans to be signed off by Team Managers.  Participation of child / young person needs to be clearly planned and documented	June 2012  June 2012		forward via Team Managers and then Legal Services.  GREEN. Compliance to be checked via audit process.  GREEN. Compliance to be checked via audit process.
	<b>A4</b>	Ensure that all child protection plans are specific and measurable including clear timescales for action .....	Para 18, 27, 49, 116, 119	New format for Child Protection plans will ensure that they are specific and measurable and show timescales for completion of work.  These will be implemented within three months.  All plans to be reviewed at Core Group / Care Planning & CIN planning meetings and updates / monitoring & Review to be evidenced.  All CP / LAC / CIN plans are to be signed by Team Managers.  CP plans in existence for longer than 12 months to be monitored by multi agency CP panel, chaired by Service Manager.	<b>Within 3 months</b>	Denise Moore	Multi-agency OBA event held 01.05.12 to reinforce outcome focussed planning for children. An Outline CP Plan containing outcomes has been developed. Outcome focused CP Plan format now in operation and positive feedback has been received from social workers, partners and families.  GREEN. Compliance to be checked via audit process.  Audit of Child Protection Plans to be built into case file audit process.  A formal schedule of meetings has been established. Multi-agency review of panels held on 28 September. Processes reviewed and revised, which have now been implemented. Admin support to CP review panel has been reviewed, improved and now implemented. Processes and protocols shared with teams. Panel process now much improved and includes feedback to IRO service.
	<b>A5</b>	.....Ensure that all core group discussions are effectively minuted so that progress can be monitored more effectively	Para 18, 27, 52	<b>[See Quality Of Assessment And Planning action A4 above]</b>  Develop a template for the recording of Core Group / Looked After Planning / Care Team meetings to ensure minimum standards are consistently achieved (to allow progress and outcomes to be monitored and saved into ESCR)	<b>Within 3 months</b>	Denise Moore	Template in place and being used. Team Managers to use the template to check the progress of Child Protection Plans via supervision to avoid drift and delay. Team Managers to undertake a check to ensure compliance in using this format only.

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<p>Each team to develop good practice file for reference.</p> <p>Develop a standardised process for ensuring the recording and sharing of the minutes / actions</p> <p>Core Group minutes to be sampled during supervision and through audit work and outcome of this to be fed back to individuals in supervision.</p>			<p>Update from Team Managers is that the template is embedded and compliance evident.</p> <p>See above.</p> <p>Template in place and being used.</p> <p>Monitored through supervision audit process.</p>
	A6	Improve quality of CP conference minutes	Para 49	Work with the Independent Reviewing Manager to improve the quality of the Child Protection minutes by redesigning the structure and content. This would also encompass the concerns raised around the contradictory summary of risk and protective factors.	July 2012	Fiona Brown / Simon Allan	<p>GREEN - Complete. All requested changes have been made and the new template is now embedded with all professionals (see below)</p> <p>New formats for detailed minutes in place. Completed workshop on June 20<sup>th</sup> development day. New guidance prepared to improve the quality of chairperson summary/risk analysis.</p> <p>Jean Hughes and Simon Allan met to discuss quality – clear processes have been established and shared with IROs to ensure minute takers have consistency which should help to ensure quality improves.</p> <p>CP minutes have been redesigned with a matrix to outline the CP plan, clear guidance to Chairpersons in dictating strengths, risks to outline plan within the meeting. Quality of minutes reported to be improving, November 2012.</p>
	A7	Recording needs to be up to date, consistently purposeful with detail and clarity	Para 51, 119, 170	<p>Service standards in relation to recording to be re-launched by Team Managers with their teams.</p> <p>Embed updated Service Standards in relation to recording core practice through induction and professional development of staff.</p> <p>Team Managers through QA processes (e.g. sampling, themed audit and supervision) to ensure compliance in this area.</p>	<p>May 2012</p> <p>Ongoing</p> <p>Ongoing</p>	Denise Moore	<p>SW standards draft document was completed and shared with CSLT, managers and staff for consultation purposes. Final document completed and currently working with Corporate Comms re formal presentation of the document and</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Performance management information to be scrutinised by Service Managers weekly in relation to case recording.  Regular peer audits to examine quality, standards and timeliness of recording.	Ongoing  June 2012		subsequent launch.  GREEN – scrutinised via weekly performance reports.  The peer audit process is being developed and will be implemented in April 2013.
	A8	Improve the quality and consistency of assessment and planning for Looked after Children	Para 163	Ensure compliance with care planning regulations and meet service standards.  Revisit Permanence Planning training for staff  Drive up the quality and consistency of assessments to ensure no drift and / or delay in achieving the child's permanence plan.  Ensure that plans are signed off by team managers and are relevant to the needs of the child.  Ensure that plans take into account the timetable for the child.  Service managers to establish regular meetings to monitor the progress of Care Proceedings with Legal Services  [See also Quality Of Assessment And Planning action A3 above]	May 2012  June 2012  June 2012  June 2012  June 2012  April 2012	Denise Moore	Training delivered to all staff (targeted at all NQSW's). IRO's to participate in future training.  Development Day held July 2012  GREEN  GREEN  GREEN - Meetings taking place
	A9	Ensure recommendations from statutory reviews are specific and measurable	Para 167	Undertake review of detail of LAC chairperson report recommendations so that they are outcome focussed (Development Day)	June 2012	Meg Boustead / Ken Hall	New outcome focussed chairperson report completed during Development day. To be implemented immediately. IRO Manager to review quality of Chairpersons report through one to ones. New LAC Review report formats will be introduced February 2013
	A10	Improve the quality of case recording for looked after children	Para 170	[See also Quality Of Assessment And Planning action A7 above]  Direct work with children and life story work to be scanned into ESCR and placed on child's precious file.  Key worker must be responsible for recording statutory visits and seeking the child's views.  Statutory visits need to be compliant with the regulations and the Service Standards and recorded on CCM.	May 2012  April 2012  April 2012	Denise Moore	GREEN. Backlog of life story work has been cleared.  Reinforced with all staff straight after inspection.  Reinforced with all staff straight after inspection. Statutory visits for looked after children now built into weekly QA reports to enable compliance to be monitored.
	A11	Ensure consistency in the quality of pathway plans	Para 157	Develop and implement a word template for CCM Pathway Plans which is more able to meet the needs of staff and young people.	July 2012	Catherine Joyce	GREEN – Completed. Template developed, now in use

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				All Pathway Plans to be quality assured and signed by line manager (template adapted to include this). Supervision document to be amended to include this.  Development session to be undertaken with staff in relation to completing the plan	May 2012  July 2012		and staff training has been undertaken.  Supervision documents amended to include the signing of Pathway Plans. Line managers briefed on process.  Development sessions undertaken
	A12	Develop a seamless transition between the personal education and the pathway planning process	Para 157	Implement a LAC Transition Strategic Group with regular meetings between Sunderland Virtual School (SVS) and Leaving Care and Connexions to:  <ul style="list-style-type: none"> <li>Develop a Post-16 PEP to reflect the Post-16 Pathway Plan</li> <li>Amend current Key Stage 3-4 PEPs to <ul style="list-style-type: none"> <li>include Connexions PA</li> <li>reflect post-16 learning intentions and plan</li> <li>career aspirations and careers information, advice and guidance</li> </ul> </li> <li>Set up a shared monitoring of Year 11 Destinations</li> <li>Set up a shared monitoring of Year 12 and 13 Learning Pathway</li> <li>Implement a Key Stage 4-Post-16 Learning Transition Support Plan for each young person</li> </ul>	April 2012  July 2012  April 2012  May 2012  May 2012  September 2012	Catherine Joyce / Dawn Shearsmith	GREEN: Janet Murray, Catherine Joyce and Andrew Carton have set up half-term strategy meetings. Half termly meetings continuing and a planned meeting to streamline services more closely is planned for 12 <sup>th</sup> June 2013.  GREEN: The post-16 PEP was presented to MALAP by Catherine Joyce on 17.07.12. This was introduced across all post-16 providers from September 2012, including the Disability team.  GREEN: This is operational and has been well received by DTs and social workers.  GREEN: Info shared in Feb 2013 via the Strategy meetings with Connexions and Leaving Care.  GREEN: incorporated into the new post-16 PEP  AMBER: Joint training has been arranged for June 2013 to ensure the Virtual School, LCS and Connexions are working closely together given the changes in structure.
	A13	Ensure the electronic system fully supports staff	Para 170	Implement CCM development plan <i>[Service Plan]</i>	July 2012	Hilary Bagley	Electronic Social Care Records (ESCR) are now fully operational and work is progressing on producing

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							<p>reports / outputs from CCM in a new Word format. These are then saved in ESCR. Initial assessments are already in this format with a further 6 additional reports – strategy discussion, S47, ICPC, CP review, CP plan, CIN plan - launched on 10 July. Feedback from partners and staff re: the assessment forms is positive.</p> <p>Priority is now to put LAC documentation into a new format - timescales for this were agreed at CCM in September 2012. A further Social Worker was identified to commence work in January 2013 on the rest of the LAC documentation.</p> <p>The Placement Information Record form for LAC documentation has been completed and rolled out to staff. The Care Plan is out for consultation and will be rolled out by June 2013. A project group has been identified to roll out the other LAC documentation.</p> <p>New "cloud" technology is being installed across the council, and is currently being implemented in parts of the Safeguarding Service (as an early adopter). This will facilitate agile working including home working.</p> <p>Cloud technology continues to be rolled out, although it had been temporarily put on hold as ESCR could not be used with cloud technology. This issue has now been resolved.</p>
	<b>A14</b>	Ensure that all assessments take into full account the views of children and families .....	Para 17, 27, 29, 44, 157, 164	<p>Enable better recording of individual children's views, to develop a "drop down" heading entitled "child's view/families view" on CCM [<i>Peer Challenge Action Plan</i>]</p> <p>Assessments must consider specific needs of the child including cultural; religious; educational; language; disability etc.</p>	<b>Immediate</b>	Denise Moore	<p>The views of children and families have been added as a drop down flag on CCM.</p> <p>Managers have spoken to all staff to remind them of their</p>



Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Team Managers through QA processes (e.g. sampling, themed audit and supervision) to ensure compliance and that minimum standards are met. <b>[See also above]</b>			responsibility to: - seek the views of the child and family and that this is evidenced on documentation - see the child alone and that this is recorded
	<b>A15</b>	.....Children must be seen alone, when appropriate and recorded as such	Para 17, 27, 29, 44, 113	<b>[See also Quality Of Assessment And Planning action A14 above]</b>  Relevant staff to be reminded of their responsibility to complete this.  New documentation to make the evidencing of this work clearer.  Drop down menu heading in CCM recording entitled "Child seen alone".  Managers need to ensure that children are seen alone and that this is evident in the record. Managers to discuss in supervision/team meetings with staff to re- enforce staff awareness  Team Managers through QA processes (e.g. sampling, themed audit and supervision) to ensure compliance.	<b>Immediate</b>	Denise Moore	Compliance to be assessed through joint case file audit with Health on 26 October which will include consideration of (i) overall quality; (ii) risk and protective factors; (iii) other agencies involvement; and (iv) the views of children and families. Joint audit with Health completed on 26 <sup>th</sup> October - outcome was positive.
	<b>A16</b>	Ensure that all looked after children, according to their age and understanding, are seen alone when visited by their social worker and recorded as such	Para 17, 121, 138	<b>[See also Quality Of Assessment And Planning action A15 above]</b>	<b>Immediate</b>	Denise Moore	
<b>B - Service User Engagement/ Views</b>	<b>B1</b>	Ensure that learning from complaints is identified more clearly and used to improve practice across safeguarding and looked after children.	Para 27, 31,	Implement process to ensure issues riding from complaints are used to inform themed audits        Complaints Manager to present trends and themes report to SMT on a quarterly basis for discussion and further dissemination to relevant team managers and staff   Outcomes and implications of individual Stage 2 investigations in form of IO report and adjudication letter to be shared with staff involved in case to enable staff to reflect on their involvement	<b>Within 6 months</b>	Meg Boustead / Bev Boal	GREEN - Process now in place and information relating to identified trends and themes presented at quarterly SMT Performance meetings. Decision then taken on whether themed audit is appropriate. First Trends and themes report presented to SMT May 2012 which highlighted complaints regarding breaches of confidentiality. Resulted in Data Protection Officer being invited to future meeting to discuss concerns and implement action plan  GREEN - Information already included on SMT Performance reports but will be presented differently.  GREEN - Action implemented. Stage 2 reports and Adjudication letters now shared

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Implementation and feedback process re recommendations action plans to be reviewed and strengthened			<p>with Managers and staff involved.</p> <p>GREEN - Agreed that in addition to issuing action plans following St2 &amp; St3 complaints, Complaints Manager will also attend quarterly Safeguarding Managers Meeting and bi-monthly Children's Social Work Team Manager meetings to ensure learning outcomes embedded with staff. Complaints Manager attended CSWS Team Meeting in October. Dates for future attendance to share themes, trends and outcomes are in place.</p> <p>A framework in place to demonstrate how complaints improve future practice.</p>
	<b>B2</b>	Include children and young people more proactively as representatives on the scrutiny committee	Para 86	Under the City Council's new scrutiny arrangements to be introduced from the 2012/13 Municipal Year, ensure the voice of young people are heard and engagement with the Change Council and other groups are considered where appropriate.	April 2013	Charlotte Burnham / Meg Boustead	<p>With the revised scrutiny arrangements still embedding within the governance framework of the Council this is an issue that the Scrutiny Committee will need to consider with an option of the Lead Scrutiny Member and Children's Services Panel being commissioned to explore the potential and options of how to engage and hear the views of children and young people in the work of the Scrutiny Committee.</p>
	<b>B3</b>	Actively engage the Change Council in the work of the scrutiny committee	Para 151, 174			Charlotte Burnham / Meg Boustead	<p>There is the opportunity to involve young people in a piece of work being conducted by the Children's Services Scrutiny Panel around engaging with young people in service design and delivery. This will help to build relations and actively seek the involvement of young people in this piece of work.</p> <p>2 young people from Change Council were involved in the review of Sunderland Corporate</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							Parenting Board, which links the work of the Corporate Parenting Board into the Council's Scrutiny arrangements.
	<b>B4</b>	Address the concerns of Foster Carers around the future of the assessment and consultation service	Para 127,	Foster carers to be re-assured that the CAMHS Service will still be accessible after reorganisation of referral process	April 2012	Steve Towers	GREEN Reassurance has been sought from NTW that there will be no change in relation to consultation. Fostering officers and the Carers Consultative group (which met in April) have since been informed of this. The service will continue to monitor the situation.
	<b>B5</b>	Use learning from feedback to shape services	Para 91	Develop a framework to facilitate the systematic collation and analysis of feedback / consultation / etc and enable consideration of the implications for service improvement at the SSIB, SMT and other appropriate forums	July 2012	Meg Boustead / SMT	Meg Boustead has met with Jane Wheeler; agreed that Safeguarding framework will be incorporated into the overall directorate framework.
	<b>B6</b>	Ensure looked after young people are aware of the Change Council	Para 115, 151	The Change Council to develop an information leaflet to provide to looked after children so that they are aware of the Change Council and have the relevant information to contact them should they choose to do so  All key workers of looked after children to ensure young people are aware of the Change Council and have the relevant information to contact them should they choose to do so	June 2012  June 2012	Catherine Joyce  Denise Moore	The Change Council have identified that they do not feel a leaflet is current for young people and won't have the desired impact. They would prefer to use social media and this is being explored with the Change Council Consultation Group.  A further consultation event has occurred in March 2013 and the web based communication is ongoing.  All key workers of looked after children have ensured children and young people are aware of the change council and advocacy services.
<b>C - Health Services</b>	<b>C1</b>	NTW NHS Foundation Trust to ensure that revised pathways of care are effectively implemented for children and families who need specialist services from CAMHS.	Para 27	Pathways of care for children and families needing specialist CAMHS services are effectively implemented	<b>Within 3 months</b>	Service Manager CAMHS  Commissioner / Contract Manager	GREEN Clear Pathways established – Project Group to review and monitor.  KPIs developed and monitored  Review meeting arranged August 2012 to ensure pathways are working and to ensure staff awareness.
	<b>C2</b>	STNHSFT to review the terms of reference for its internal	Para 56	Review and strengthen governance arrangements for providing assurance to the STNHSFT on safeguarding practice within	July 2012	Strategic Safeguarding	GREEN Governance arrangements have

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		safeguarding Committee to ensure that it is able to effectively co-ordinate and report on safeguarding activity across the whole organisation		Community Health Services		Lead	been reviewed and the organisation has a clear safeguarding accountability structure  Information on Safeguarding practice is reported to Board within STNHSFT regularly and consistently
	C3	STNHSFT to review the management arrangements for safeguarding practitioners	CQC	The Strategic Safeguarding Lead should manage the Community Safeguarding Team	June 2012	Strategic Safeguarding Lead	GREEN This responsibility has now transferred to the Strategic Safeguarding Lead
	C4	STPCT and STNHSFT to work with partners to identify how appropriate information sharing on incidents of domestic violence in families where children are present can be facilitated	Para 79	The sharing of information between Police / Children's Services and Health to be reviewed in cases of domestic abuse  Meeting to be arranged to review feasibility of sharing domestic violence notifications and protocol to be developed if feasible	September 2012	Strategic Safeguarding Lead (STNHSFT) Named Nurse (STNHSFT)  DCI  Head of Safeguarding Designated Nurse	GREEN Health meeting held 13/4/2012.  Designated Nurse advised Head of Safeguarding that Health are not routinely included in Initial Assessments where this information should be shared. Health Professionals to support LA in audit of assessments – September 2012  <b>NoT looking at this issue as it was a direct recommendation to their Police (N. Tyneside) – perhaps this needs to be a regional initiative?</b>
	C5	Performance indicators to be developed within CHSNHSFT to provide Board assurance on safeguarding practice across the organisation	Para 56	Develop PIs covering supervision, training, referrals, staffing, attendance at meetings – to be incorporated into dashboard reports and reports to board	September 2012	Director of Nursing/SSCB rep for CHSNHSFT  Designated Nurse  Named Professionals	GREEN Reports to Board  Designated Nurse has developed dashboard  Dashboard used for the first time end of June (Q1) received 13/7/2012
	C6	CHSNHSFT to review the establishment, capacity, resourcing and line management arrangements for all its named professionals	Para 57	Review current arrangements for the Named Nurse, Named Doctor and Named Midwife and align them to the Statutory Guidance WT 2010 & Intercollegiate Guidance 2010	October 2012  January 2012	Director of Nursing / SSCB rep for CHSNHSFT	GREEN Completed Director of Nursing has reviewed the job description of the Named Nurse and her line management arrangements  A senior midwife has been identified to support the Named Midwife in her role since October 2012. Formal arrangements are in place to

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
					January 2013		link the Named Midwife to the Director of Nursing  Director of Nursing met with Clinical Director and Designated Doctor regarding the PAs available to the Named Doctor and issues around workload January 2013!
	<b>C7</b>	CHSNHSFT to ensure that staff within the trust attend mandatory safeguarding training at a level appropriate to their role	Para 58	Mandate from Director of Nursing re attendance at training  Training data to be recorded on quarterly dashboard reports	September 2012	Director of Nursing / SSCB rep for CHSNHSFT  Named Nurse & Named Doctor	GREEN Director of Nursing has initiated reporting mechanism following Exec Committee and managers responsibilities.  Specific review of level three training (delivery and uptake) and ongoing monitoring of all safeguarding training rates by CHSNHSFT safeguarding group  Monitored via dashboard
	<b>C8</b>	CHSNHSFT to ensure that midwives access one to one supervision in safeguarding children practice	Para 59	Individual, face-to-face supervision to be provided for midwives holding child protection and child in need cases  Review of Safeguarding Supervision Policy  Safeguarding supervision to be provided in the antenatal and post natal period by the Named Midwife/delegated deputy	December 2012	Director of Nursing / SSCB rep for CHSNHSFT  Named Midwife	GREEN Supervision model reviewed. 1:1 supervision introduced for midwives holding Child Protection Cases.  Supervision policy amended  Reporting on face to face supervision delivered  Midwives with CP cases have been allocated dates for 1.1 supervision.
	<b>C9</b>	CHSNHSFT to monitor uptake of safeguarding supervision across the organisation	Para 59	To be included in the safeguarding dashboard reports	December 2012	Named Nurse Named Midwife	GREEN Included in first dashboard reporting - July 2012. Arrangements to be reviewed at Forum once new supervision policy is in place
	<b>C10</b>	CHSNHSFT to ensure a record of safeguarding supervision is documented in the patient's notes	Para 59	Safeguarding supervision policy to be amended	December 2012	Named Nurse Named Midwife	GREEN Policy amended and new process for documentation in patient's record and supervisee's file agreed and implemented
	<b>C11</b>	CHSNHSFT to review the provision of teenage antenatal clinic across the City	Para 67	The pilot within Washington to be continued and evaluated with best practice shared across the city	September 2012	Director of Nursing / SSCB rep for CHSNHSFT	GREEN Review has been undertaken; no changes to be made to the current antenatal clinic provision

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
						Named Midwife	
	C12	CHSNHSFT to review its formal commitment to the local MARAC process to ensure that where possible, all victims of domestic abuse are identified and supported	Para 80, 110	CHSNHSFT to attend MARAC meetings and present their own information after formal "sign up"	July 2012	Director of Nursing / SSCB rep for CHSNHSFT	GREEN Confirmed with MARAC Chair that CHS are not expected to attend MARAC meetings unless specifically requested
	C13	CHSNHSFT to review the documentation used with under 18s who are admitted to adult A&E	CQC	Consideration to be given to using the paperwork used in Paediatric A&E to ensure that the approach taken to a young person's care is child focused	October 2012	Named Professionals	GREEN Safeguarding issues are to be identified in the history and assessments undertaken. Record system currently being reviewed and to be replaced by V6 Meditech which includes specific safeguarding questions
	C14	All GP Practices to hold regular, multi-disciplinary meetings with other health professionals to discuss and share information about vulnerable families	Para 61	GPs arrange multi-agency meetings with other health professionals to share information about vulnerable families	September 2012	Named GP  Strategic Safeguarding Lead STNHSFT	GREEN An audit was conducted in March 2012. Of the 58% of practices that replied, 81% were having regular meetings where safeguarding was discussed. Issues arising from this are currently being addressed. This has been shared with the Strategic Lead for STNHSFT
	C15	GPs to have greater clarity on information sharing for MARAC	Para 61	All MARAC documentation clearly outlines the legislative framework permitting disclosure of information	July 2012	Named Nurse STNHSFT  Named GP  Designated Nurse	GREEN Amended Paperwork  Included in GP safeguarding newsletter  Included in level 3 training. MARAC training included in TITO September 2012
	C16	STPCT to monitor the waiting times for accessing tier 2 CAMHS	Para 71	Waiting times for tier 2 CAMHS should be closely observed	September 2012	Contract Manager	GREEN QPI/KPIs Working Group established to review targets and waiting lists  Review meetings in place
	C17	STPCT to develop "dashboard" reports to ensure providers produce quarterly reports on their safeguarding activity	CQC	Dashboard report to be developed and to be used on a quarterly basis by Named Professionals in NTW, CHS and STNHSFT	June 2012	Designated Nurse	GREEN Dashboard developed and circulated to Named Professionals to provide update on Q1 activity. First report received July 2012.
	C18	NTW to ensure pathways of care between early intervention mental health	Para 72	Pathways of care should be reviewed and practitioners be reminded of the agreed pathways	November 2012	CAMHS Service Manager	GREEN Completed

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		services and CAMHS are clear in view of recent restructuring					<p>Clear pathways of care developed.</p> <p>Briefing to SSCB December 2012 and MALAP 2013</p> <p>Staff knowledge monitored by audit – Independent audit being undertaken by Action for Children</p> <p>Weekly meeting established between leads in Community CAMHS &amp; NTW to ensure Children/YP are accessing the most appropriate service</p>
	<b>C19</b>	CDOP should continue the review of it's structure; the approach to rapid response when a child dies, and how family support is delivered	Para 81	<p>Sub-regional agreement on whether to continue with the steering group.</p> <p>Work to progress on rapid response and family support</p>	September 2012	CDOP Chair	<p>GREEN</p> <p>Reviewed Terms of Reference - completed. No change to function of steering group at present. New Terms of Reference in place, to be reviewed in April 2013.</p> <p>NHS SoTW Rapid Response Protocol Developed</p> <p>NHS SoTW protocol agreed on family support following unexpected deaths</p>
	<b>C20</b>	Sunderland Teaching Primary Care Trust (STPCT) to identify a designated doctor for children and young people to ensure that a health practitioner is in a position to have a strategic influence and overview on the health of looked after children	Para 113, 121, 122	<p>LAC Service Specification to be agreed and a Designated Doctor to be appointed in line with the agreed job description</p> <p>Review role of Designated Nurse during review of service specification to ensure statutory responsibilities are met</p>	<p><b>Within 3 months</b></p> <p><b>December 2012</b></p>	<p>Associate Director of Quality &amp; Patient Safety</p> <p>Medical Director</p> <p>Lead Commissioner</p>	<p>GREEN</p> <p>Service Specification agreed – needs sharing with all Designated LAC professionals.</p> <p>Dr Sam Barwick appointed as LAC Designated Doctor</p> <p>Designated Nurse role outlined in Service Specification which accords with Statutory Guidance.</p> <p>NB Mini Kaizan event was to be held in November re: the role and competencies. This needs to be rescheduled. Statutory duties are currently being undertaken by LAC Nurse Manager and Designated Nurse Safeguarding.</p>
	<b>C21</b>	Northumberland, Tyne and	Para 113,	Staff are clear as to how to obtain CAMHS for looked after children	<b>Within 3</b>	Service	GREEN

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		Wear NHS Foundation Trust to monitor the effectiveness of the new pathways of care for looked after children and young people who need services from CAMHS	121, 127		months	Manager	Pathways developed & monitored.  LAC team understand how to get support for Children and young people  Working Group on Care Pathways has been developed – led by Project Manager  Review meeting August 2012
	C22	STPCT to develop Quality Assurance processes to ensure that health assessments and plans are routinely of good quality and to inform ongoing service development and improvement	Para 124	A programme of audit is agreed to assess quality of health assessments and plans which will identify any areas for development and/or improvement	October 2012	Designated Dr / Designated Nurse - LAC	GREEN Designated Doctor for LAC has developed a framework for QA of health assessments and audits commenced.  Progress to be outlined in the LAC annual report
	C23	Review the choice of venues offered to LAC for their health reviews	Para 125	Children, young people and the families/carers have a wider range of venues to access health reviews	October 2012	Designated Dr / Designated Nurse - LAC	GREEN Review undertaken. No further venues available and children/young people stating they are happy with the current choice.
	C24	Review how health promotion and advice is delivered to LAC	Para 125	Review current model of provision and amend model in light of national best practice	October 2012	Designated Dr / Designated Nurse - LAC	GREEN Provision of health promotion advice has been reviewed by Designated Doctor and other health staff. Children and young people receive a wide range of information from a number of sources – no changes to be made
	C25	A multi-agency sexual health protocol and care pathway to be developed	Para 129	Development and ratification of a multi agency protocol and awareness raising with practitioners	October 2012  April 2013	Designated Dr / Designated Nurse – LAC SSCB – Legal and Procedures	GREEN Development of a multi-agency procedure is underway. Information has been placed on the Your Health website.  AMBER Needs to be ratified by MALAP & awareness raising sessions to be held.
	C26	The local substance misuse screening tool should be routinely used in the annual health reviews	Para 131	All staff to be confident and competent in using the substance misuse screening tool	October 2012	Designated Dr / Designated Nurse - LAC	GREEN All children/young people are asked about their substance misuse at all health assessments and those identified are further assessed using an agreed tool




Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
	C27	Review how health practitioners can be involved in health reviews and pathway planning	Para 132	Review how all health practitioners, (e.g. Health Visitors, School Nurses and GPs) can support health reviews and pathway planning	October 2012	Designated Dr / Designated Nurse - LAC	AMBER New LAC service specification outlines roles of other health practitioners e.g. GPs, Health Visitors and School Nurses. Meeting to be arranged between STFT Business Manager and Designated Dr/Nurse – LAC.
	C28	NHS SoTW and STNHSFT to work with the Leaving Care Team to ensure that young people leaving care are provided with a comprehensive summary of their health care	Para 132	Review the arrangements for providing a complete health summary to young people when they leave care  Ensure young people who are leaving care have access to a complete health summary	October 2012  February 2013	Designated Dr / Designated Nurse - LAC	GREEN Arrangements have been reviewed and a new template developed  AMBER This will be used when the Designated Nurse returns to work in Feb 2013
	C29	NTWNHSFT and the LAC Team should ensure that Foster Carers are supported in their roles to optimise placement stability	CQC	The new CAMHS arrangements should be monitored to ensure Foster Carers continue to receive the support they require	October 2012	Service Manager  Designated LAC Professionals	GREEN Consultation clinics which can be accessed by Foster Carers have been established – twice a month. Uptake has been good. Training is provided to Foster Carers by a Clinical Child Psychologist from NTW and information on clinics and training is to be included in the foster carers newsletter
	C30	Ensure the placement pack includes consent forms for health assessments	Para 123	Develop new documentation with ICT	July 2012	Sheila Lough	GREEN; Achieved (see below)  New documentation developed. Medical consent information included on the Placement Information Record as part of the work around new word templates.
<b>D - Quality Assurance/ Performance Management</b>	<b>D1</b>	Strengthen the audit process by ensuring a sharper focus on quality and organisational learning, to drive improvement	Para 17, 21, 102,	Review and improve the quality of the case file audit process [Service Plan]	July 2012	Meg Boustead / SMT	Case file audit tool modified. Online audit tool is currently being piloted in IRT – using the grade descriptors used by Ofsted. Plan is to roll out to other service areas early in the new year. The on-line tool will facilitate the production of regular monitoring reports. These monitoring reports will provide the service with quantitative data around the quality of casefiles, against which a baseline and targets can be set and improvement

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							demonstrated over time. Any areas for improvement to individual practice will be raised with the individual case worker through staff supervision, and future practice monitored to ensure the necessary improvements are made. Information collated from the online audits awaited.  Progress on this work was provided within the Quality Report which was reported to CSLT on 26 September.
	<b>D2</b>	Review the chairing of conferences to ensure that they are chaired by professionals who have the requisite experience and expertise to undertake this role	Para 27, 103	SSCB ownership re: chairing of CP conferences to be considered by Munro Task and Finish Group <i>[Peer Challenge Action Plan]</i>  Establish a SWITCH project to undertake a scoping exercise around the potential for partner agencies to chair CP conferences	<b>Within 3 months</b>	Meg Boustead / Ken Hall	SWITCH project established  Scoping Report completed and presented to BPG. SSCB has agreed not to proceed with pilot. The SSCB partner agencies decided not to pursue the use of partner agency chairpersons.
	<b>D3</b>	The local authority designated officer's (LADO) annual report should include more detailed analysis of activity to ensure senior managers and partner agencies have a good understanding of the effectiveness of the service	Para 27, 32,	Independent Reviewing Manager to work with the LADO on the production of a detailed outcome based report	<b>Within 6 months</b>	Meg Boustead / Ken Hall	The report was presented to CSLT in July 2012 and annually thereafter. The report was presented to the SSCB's Business Planning Group on 5 September and the Board on 24 October 2012.
	<b>D4</b>	Reporting of private fostering arrangements should be more robust to ensure that senior managers are able to assure themselves that requirements are met	Para 27, 35	Annual Private fostering report to include relevant data and shared with SMT, CSLT and SSCB.	<b>Within 6 months</b>	Denise Moore	Annual return submitted 31 May. Annual Report prepared and presented to SMT in November 2012, and quarterly thereafter. Report to then be presented to SSCB in February 2013.  Private fostering data to be included in weekly performance monitoring reports. This has been requested but due to update to systems has been delayed. Monthly private fostering performance information is provided separately and shared with relevant managers.
	<b>D5</b>	Review capacity of LADO to ensure investigations are carried out in a timely	Para 32, 167	Review the LADO's capacity  Set up a system to demonstrate/measure the timeliness of	July 2012  July 2012	Meg Boustead / Ken Hall	GREEN.  System in place to measure

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		manner/deal with the increase in referrals		investigations to report to SMT and SSCB			timeliness of response.
	<b>D6</b>	Improve front line management oversight in case records and timely recording of supervision sessions	Para 100, 186	Develop Senior practitioner role to assist front line managers with Quality assurance and performance management.  Supervision sessions and decisions made to be recorded on CCM at the time that Supervision is occurring.	March 2013  June 2012	SMT	Service reviewed which includes development of this role. Proposals for taking this forward will be developed in October 2012.  Draft job profiles have been developed and shared with staff. Both Head Of Service / Assistant Head of Service have met with Principal Social Workers (PSWs) to discuss development of the role. Specific recruitment targeting PSW has taken place. This will provide at least 1 PSW for each team.  Achieved
	<b>D7</b>	Ensure supervisions allow for challenge, reflective practice and learning and ensure that this is evident	Para 92, 116, 186	Service Managers to monitor compliance of supervision through audit.  Team Managers to arrange monthly group supervision sessions to reflect on practice, learning and development. This is to be recorded and added to the team file.  Documentation to be developed to capture the discussion and outcome of reflective practice sessions.  Supervision Agenda to be modified to include the heading Reflection and to identify the cases where this occurred.	September 2012 September 2012 September 2012 September 2012	Meg Boustead / Denise Moore	Annual supervision audits completed in June. Following this the audit tool was reviewed and revised to ensure it focuses on the quality of supervision and there is a clearer process in place. Relaunch supervision audit in November 2012  Revised supervision audit process agreed at SMT on 20 September 2012.  Partial audit undertaken. Full audit required to ensure compliance.
	<b>D8</b>	Develop the role of IRO's in the audit process/wider performance management	Para 102, 185	IRO's to be included in monthly case file audits	June 2012	Meg Boustead / Ken Hall	IROs carried out first monthly audits with July unborn baby audits
	<b>D9</b>	Ensure that robust and transparent reporting arrangements about the outcomes of Regulation 33 visits are in place	Para 113, 121, 175	Quality Assurance Officer to complete report to go to SMT in May 2012, and annually thereafter, to incorporate into Corporate Parenting Board report	<b>Within 3 months</b>	Meg Boustead / Ken Hall	Interim report went to Corporate Parenting Board in July 2012.  Reg 33 Officer attended MALAP on 17 July to agree report format.  Reg 33 report presented to Corporate Parenting Board and

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							MALAP in October 2012. It will be presented at 6 monthly intervals henceforth.
	D10	Improve quality assurance	Para 116	Review QPR process [ <i>Peer Challenge Action Plan</i> ] QA framework to be completed during Development Day	February 2012 June 2012	Meg Boustead / Ken Hall	QPR documentation completed. Multi-agency task and finish group to be established to review reporting and outcome process (timescale for completion August 2012).  New compliance monitoring process introduced in November 2012.  Item 12 QA Framework completed. Document completed August 2012 and submitted to CSLT September 2012 as part of Improving Quality Report.
	D11	Increase the capacity of the IROs	Para 167	Secure additional resources into the IRO Team	May 2012	Meg Boustead / Ken Hall	GREEN. Extra capacity in place. Capacity review undertaken in October 2012. One additional post to be created to meet capacity.
	D12	Continue to improve participation and effective involvement of senior officers and cabinet members in the corporate parenting board	Para 173	Carry out Review of Corporate Parenting Board to enhance member and officer participation	December 2012	Meg Boustead	The Cabinet Policy Lead for Children and Families is leading on the review of the Corporate Parenting Board.  An initial scoping meeting was held in July 2012 and the Terms of Reference were agreed by the Board in October 2012. The findings and recommendations of the review were reported to the Corporate Parenting Board in February 2013.
<b>E - Early Intervention/ Partnership Working</b>	<b>E1</b>	Improve the appropriate use of CAF as a tool to coordinate preventative services/early intervention provision	Para19, 48	Use the findings of the internal and external reviews of CAF to inform future developments, including the following outstanding actions from the peer challenge action plan: <ul style="list-style-type: none"> <li>Review the governance arrangements for CAF</li> <li>Review information on website in terms of completeness, relevance / up to date and ease of access</li> <li>Review CAF data in terms of availability and also specific areas (e.g. partner involvement as Lead Professional) <ul style="list-style-type: none"> <li>Review CAF data with SPPM</li> <li>Standard report in place for each locality and citywide</li> <li>Review key areas for report</li> </ul> </li> </ul>	September 2012  April 2012 July 2012  Ongoing	Sandra Mitchell / Alan Scott	Internal and external reviews of CAF have been undertaken as a result of the Peer Challenge findings. The review process has included a review of best practice in other authorities (including visits to Hertfordshire and Durham). The council is now awaiting the final report from the external review, the findings of which will inform future developments.

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<ul style="list-style-type: none"> <li>Take the findings of the external review and the governance review to SSCB and the Children's Trust</li> </ul> <p>Identify and deliver upon actions to address the recommendations arising from the Scrutiny Committee Policy Review of Early Intervention and Locality Services i.e.</p> <p>(a) That the CAF assessment form is reviewed with particular consideration given to a shorter streamlined form which is less onerous to complete;</p> <p>(b) That the option of a dedicated single point of contact for any CAF assessor to contact for support and advice around thresholds prior to completing a full CAF assessment is explored;</p> <p>(c) That the CAF assessment process and threshold are considered for a comprehensive re-launch within Sunderland, following any CAF form redesign, and this is communicated to all stakeholders;</p> <p>(d) That an effective communication strategy is put in place to ensure that future changes to the early intervention offer, CAF assessment process or CAF thresholds can be effectively communicated to all stakeholders including elected Members;</p> <p>(e) That further comprehensive training is made available to key stakeholders to provide a clear understanding of the differentials in thresholds between early intervention support and safeguarding;</p> <p>(f) That the initial CAF assessor is routinely invited to attend the relevant CAF panel meeting in relation to their initial assessment;</p> <p>(g) That locality based teams look to increase their engagement with local partners through the development of more integrated working practices and approaches that promote locality services and the early intervention core offer with local partners and the community;</p> <p>(h) That the development of a specific data set of outcome measures for locality based working and early intervention be undertaken by the Directorate with a particular focus on measuring outcomes;</p> <p>(i) That the Children, Young People and Learning Scrutiny Committee write to the DfE requesting that they look to undertake research into the CAF process across the country;</p> <p>(j) That the actions arising from the recent independent reviews and Ofsted inspections relating to this agenda are combined into a single Action Plan which is monitored by the Children, Young People and Learning Scrutiny Committee.</p>	<p>September 2012</p> <p>September 2012</p>		<p>In addition to the reviews of CAF, the SSCB has reviewed and implemented new thresholds for social care and CAF intervention and support.</p> <p>The CAF process and its purpose, has also been relaunched via the new locality arrangements which are now in place.</p> <p>AMBER – CAF action plan is in place which addresses all the issues. We are on course for actions to be addressed by September</p> <p>Actions are in place</p> <ul style="list-style-type: none"> <li>- Performance information is now available. Report to SSCB in September</li> <li>- New CAF form in draft. Consultation closing and launch after October half term</li> <li>- Relaunch was completed as part of threshold relaunch</li> <li>- Communication strategy developed</li> <li>- CAF assessor invited to TAF not to panel</li> <li>- Work ongoing to integrate in to community</li> </ul> <p> CAF Action plan.doc (44 KB)</p> <p>The findings of the external review and the governance review have been reported to SSCB and the Children's Trust.</p> <p>Agreed by SSCB. New integrated form (for safeguarding and CAF) agreed by SSCB and launched in</p>


Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
	E2	Improve the understanding of thresholds for assessment	Para 25, 44	Implement new SSCB threshold document <i>[Service Plan]</i>	February 2012	SSCB	January 2013. Thresholds across CP, CIN and CAF reviewed December 2011 and January 2012. Threshold guidance updated.
				Review Thresholds across CP, CIN, CAF <i>[Peer Challenge Action Plan]</i>	February 2012		Consultation with frontline staff held February 2012.
				CAF to be included in SSCB procedures <i>[Peer Challenge Action Plan]</i>	March 2012	Alan Scott	Jointly owned thresholds document agreed February 2012 and launched March 2012. As part of the implementation of the Family Focus programme and the development of the Multi Agency Safeguarding Hub and the single point of access through the CSN, thresholds for CAF will be reviewed
				Consultation with frontline staff <i>[Peer Challenge Action Plan]</i>			CAF review undertaken and decision made to defer review of CAF procedures until December 2012. They will now be reviewed as part of the implementation of the Family Focus programme, the development of the Multi Agency Safeguarding Hub and the single point of access through the CSN.
				Develop Step Up / Step Down Protocol <i>[Peer Challenge Action Plan]</i>	June 2012	Alan Scott	Escalation and de-escalation protocol to be developed as part of CAF action plan by December 2012, therefore SSCB has issued a challenge regarding this delay as CAF procedures will not be available until June 2013. SSCB awaiting response to written challenge.
				Develop new Early Intervention Strategy <i>[Peer Challenge Action Plan]</i>	February 2012	Jane Hibberd	A draft Early Intervention Strategy was produced in February 2012. It has since been agreed that the Strategy will be subsumed into the Strengthening Families Strategy which is currently under development. A draft Strengthening Families Strategy was considered by the


Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							Strengthening Families Board on 1st October 2012 for initial consideration. One of the emerging objectives of the strategy is 'Intervening early and as soon as possible to improve outcomes and prevent problems from developing or getting worse.' The strategy will take a whole family approach to early intervention and prevention.
	E3	Ensure that the work of the LADO is understood and that under reporting is addressed	Para 32	LADO to develop rolling programme of awareness raising for schools with a focus on the schools identified as under reporting	June 2012	Meg Boustead / Ken Hall / Pam Gartland	Meeting to plan achieved May 1st 2012. Development plan in place.
F - Education	F1	Ensure that education files include realistic plans and aspirations and that vulnerabilities are recognised and addressed appropriately	Para 53	<p>Provide Designated Teachers with a list of file contents for organising pupils' information</p> <p>Provide individual training programme for Designated Teachers with a focus on quality assurance and the completion of PEPs</p> <p>SVS to offer an auditing service for LAC files to schools</p> <p>Amend PEPs to reflect aspiration and careers, information, advice and guidance information and plans</p> <p>Implement an Induction Training Meeting for Designated Teachers new to post or for DTs in schools where there has been a gap in LAC attending the school</p> <p><b>[See also Education action F2 below]</b></p>	<p>July 2012</p> <p>July 2012</p> <p>April 2013</p> <p>April 2012</p> <p>July 2012</p>	Dawn Shearsmith	<p>GREEN - Checklist is included in audits conducted by PG's team</p> <p>GREEN – SVS staff support newly appointed DTs by attending first PEP meeting to model process.</p> <p>GREEN - Audit service included in Safeguarding audits</p> <p>GREEN – being used by all schools now</p> <p>GREEN - Done on individual basis according to identified needs</p>
	F2	Improve the consistency in the quality of PEPs to ensure they have clear goals and describe expected outcomes	Para 148	<p>Develop a PEP Guidance resource for Designated Teachers</p> <p>Implement an Induction Training Meeting for Designated Teachers new to post or for DTs in schools where there has been a gap in LAC attending the school</p> <p>Ensure that weaknesses or vulnerabilities are reflected in goals and specific, measurable, achievable, realistic targets.</p> <p>SVS staff to monitor PEPs and to meet with DTs where quality of information does not correspond to the PEP Guidance resource</p>	<p>April 2012</p> <p>July 2012</p> <p>July 2012</p> <p>September 2012</p>	Dawn Shearsmith	<p>GREEN – shared with schools and with new DTs</p> <p>GREEN- Done on individual basis according to identified needs</p> <p>GREEN – PEPS monitored on receipt and randomly by Virtual Headteacher</p>
	F3	Continue to work towards	Para 114,	Use progression data to target and provide intervention strategies for	Oct 2012	Dawn	GREEN – 1:1 tuition targeted at

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
		improving the number of children who take GCSE's and who achieve good GCSE grades in Maths and English	147	<p>Key Stage 4 pupils who are underachieving</p> <p>To extend the promotion campaign to schools and carers regarding one-to-one tuition and revision support for Year 11 pupils</p> <p>Prioritise English and Maths and other core subjects in one-to-one tuition and extend tuition programmes</p> <p>Implement presentations to foster carers via the Fostering Service Carers' Training Programme on how to get most out of a Personal Education Plan, qualifications and progression to post-16 learning pathways</p>	<p>Jan 2013</p> <p>April 2012</p> <p>July 2012</p>	Shearsmith	<p>borderliners in KS2 and 4 from Jan 2013</p> <p>GREEN – Schools have been offered support for borderline pupils according to Dec data</p> <p>GREEN – Jan 2013, staff had CPD to improve quality of teaching and ideas for dealing with challenging pupils.</p> <p>GREEN – training offered on a termly basis over 2012-13</p>
	<b>F4</b>	Continue to reduce the number of fixed term exclusions (FTEs)	Para 146	<p>Set up an Inclusion Strategic Group to include Head of SEN, Headteachers, Headteachers of AEN, Senior Manager of Children's Homes, Deputy Director of Children's Services and Headteacher of SVS to:</p> <ul style="list-style-type: none"> <li>- devise and implement a new Inclusion Forum to share practice and dialogue among schools, children's home staff and other practitioners</li> <li>- promote alternatives to FTE with a focus on short FTEs</li> </ul> <p>Where a pupil receives a FTE, implement a trigger system whereby a school is contacted to discuss</p> <p>SVS to prioritise attendance at re-integration meetings</p> <p>Set up termly meetings with Intelligence and Performance Team to ensure accuracy in recording and statistics</p> <p>Review Inclusion Framework to implement Rapid Response for attendance and behaviour issues</p> <p>Contact schools and ensure that excluded pupils have access to school work during FTE</p> <p>Promote Behaviour for Learning Support programme as part of the Inclusion Framework for pupils at risk of exclusion</p>	<p>April 2012</p> <p>April 2012</p> <p>September 2012</p> <p>July 2012</p> <p>April 2012</p> <p>April 2012</p> <p>April 2012</p>	Dawn Shearsmith	<p>A number of groups are in place which provide the appropriate forum to hold these discussions, and so following a review it was agreed that the development of an Inclusion Strategic Group was no longer necessary. Complementary to these existing groups, a Virtual School Inclusion Officer is currently in the process of arranging a meeting between Children's Home managers and Head Teachers for the special schools and PRUs to share understanding.</p> <p>GREEN – SVS staff respond immediately to all notifications of exclusion. 1 perm exclusion this academic year (Bradford school)</p> <p>GREEN - Always attend reintegration meetings and negotiate way forward where possible.</p> <p>GREEN – email responses /phone calls to obtain data</p> <p>GREEN – one SVS staff member is responsible for this every day from 8.30 – Database shows responses</p> <p>GREEN – Pitstop and Goal referrals supported /organised</p>



Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				<p>Monitor pupils who are at risk of exclusion using the RAG Rating and information provided on PEP</p> <p>Prioritise pupils who are at risk of FTEs for targeted intervention and support</p>	<p>April 2012</p> <p>April 2012</p>		<p>by SVS</p> <p>GREEN – weekly alerts shared with staff and maintained on database.</p> <p>GREEN – only 1 permanent exclusions since Sept 2012</p>
<b>G - Workforce</b>	<b>G1</b>	Ensure, as far as is practically possible, that the ethnicity of all staff is known so that the local authority can evaluate accurately whether the workforce reflects the diversity of the local population	Para 27, 88	Write to all employees to ask them to consider the information we hold and update. This will include their ethnicity	<b>Within 3 months</b>	Sue Stanhope	<p>An HR&amp;OD Equalities Working Group has been set up, with a remit to consider equality issues and in particular the employee related implications of the new Public Sector Equality Duty (PSED). One of the action points on the Equality Action Plan is to:</p> <p><i>"improve our understanding of the Council's workforce by undertaking a staff information collection exercise to obtain equality information relating to all of the protected characteristics."</i></p> <p>An on-line questionnaire was issued to all council employees in October 2012 to gather this information.</p> <p>The updated information for council employees, including Safeguarding, will be uploaded onto the Council's SAP HCM system in order to ensure that the most up to date employee equality information is recorded, by the end of April 2013. (ICT work is required for a SAP development).</p> <p>The race/ethnicity findings for Safeguarding were reported to the Head of Service in January 2013. The response rate for Safeguarding was 32% and so consideration is currently being given to how</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							<p>staff who did not complete the questionnaire are encouraged to supply this information.</p> <p>Aggregated findings from the all staff questionnaire will be communicated to employees across the council in April 2013, and staff will be encouraged to report any change to their equality information, in order to keep information up to date. Any new starters information will also be recorded on SAP. The updated information will be reported in the Council's next diversity report, which is published annually on the Council's website.</p>  <p>1301 Ofsted Action Plan Monitoring, Prog</p>
	<b>G2</b>	Ensure all staff files comply with the Safer Recruitment standards	Para 33	<p>Process and documentation within Shared Service Centre to be reviewed and internal systems put into place to ensure all relevant information is in place</p> <p>Ensure during all recruitment (both internal and external) that the service adheres to the policies, procedures and processes required by safer recruitment standards</p>	<p>April 2012</p> <p>Ongoing</p>	<p>Christine Walshaw / Tracy Potts</p> <p>SMT</p>	<p>The process &amp; documentation has been reviewed &amp; an internal system put in place to ensure all relevant information is in place</p> <p>The Shared Service Centre (SCC) has completed its part of the work as requested however there is still outstanding information to be placed on file. This was chased on a number of occasions but earlier this year was passed back to Safeguarding SMT to sort internally. A list of the outstanding information in relation to the personal files has been re-sent to the service. The SCC has yet to receive this outstanding information from individuals/managers.</p>
	<b>G3</b>	Ensure children can develop sustained relationships with social workers by continuing to address the historical reliance on agency and	Para 169	<p>Continue to implement and monitor the effectiveness of the Recruitment and Retention Strategy</p> <p>Develop and implement a new Munro compliant service delivery model for children's safeguarding <i>[Service Plan]</i></p>	<p>Ongoing</p> <p>March 2013</p>	Meg Boustead	Recruitment, Retention and Workforce Development group meets regularly to oversee this work

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
	G4	temporary staff. Continue to develop the skills of foster carers and residential staff	Para 183	Continue to develop the skills of foster carers through the existing foster carer training programme and foster carer personal development plans. Continue to use foster carer reviews and supervision to monitor opportunities for career progression. Continue to develop the skills of residential staff through the existing training programme and individual residential home training plans. Continue to use staff supervision and appraisal to monitor this.	Ongoing Ongoing Ongoing Ongoing	Steve Towers  Sharon Willis	All foster carers have Personal Development Plans and continue to attend training. Increasing levels of training are being made available to increase foster carer skills, and thereby reduce the need for external placements. A number of foster care reviews have recently been cancelled due to staffing issues. A plan has been developed to ensure foster care reviews happen on time.
H - Offending	H1	Continue to work on reducing the number of looked after children cautioned or convicted	Para 152	Implement the LAC Offending Action Plan.  Develop the arrest diversion Pathfinder.	Ongoing  Ongoing	Louise Hill	A workshop was held in August with a range of staff to update and renew the CLA Offending Plan. Staff engaged enthusiastically in this process and a further workshop is scheduled for November. An updated CLA Offending Action Plan has been developed.   CLA Offending Group Action Plan12-14.doc  The arrest diversion pathfinder continues to be developed with the Operational and Strategic Steering Groups continuing to meet. Regular updates regarding the pathfinder are provided to the YOS Board. A small pot of additional monies has been secured to help support data collection and performance management's scoping exercise is also being undertaken to identify the level and numbers of young people with Speech, Language and Communication needs (SLCN). This will in turn inform how to better screen young people within police custody.

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
				Develop the Families Team to prevent children from entering the criminal justice system.	Ongoing		<p>The YOS has also submitted a recent bid for additional funding to employ further health and educational psychology support to the project. The outcome of this bid is awaited.</p> <p>Of the 172 young people seen and recorded between 01/08/12 and 07/12/12, 25 were LAC at the time and 4 were previously LAC.</p> <p>The families programme is up and running. Regular updates are provided to the JCG, Troubled families steering group and the YOS Board. Ten families are now being worked with in FIP Plus referrals are coming from a variety of agencies including IOM, Northumbria Probation Service, Social Care and the Alcohol Liaison Team. Interventions include 1-1 parenting, the Phoenix project for the parents and their young people, CAMHS and 1-1/small group work to reduce/prevent the young people's offending. A delegation from the Treasury, the Policy Office in Whitehall and the National Troubled Families Team visited YOS on 4.10.12 and commended the work that was being done with the City's most challenging families.</p> <p>The FIP Plus mid-term evaluation will be completed and presented to the JCG on 19.11.12. This will clearly evidence the distance travelled since the project began in April 2012 and provide a road map for its future development. A copy will be sent to the National Troubled Families Team who asked to be kept in the loop at their recent visit. Recruitment is</p>

Theme	No.	Issue raised in the report	Report Ref.	Action	Timescale	Responsibility	Progress (RAG)
							<p>underway for Lifeline and FIP's joint delivery of the 13-week 'Strengthening Families Strengthening Communities' parenting programme, which is scheduled to commence on January 15th 2013. A meeting has been held with IOM to establish how IOM and FIP can work together under the Troubled Families umbrella to ensure that the most complex and challenging families in IOM continue to be identified and supported by FIP and FIP Plus.</p>

## SCRUTINY COMMITTEE

25 APRIL 2013

### SCRUTINY POLICY REVIEWS 2012/13 OF THE SCRUTINY PANELS - FINAL REPORTS

#### REPORT OF THE CHIEF EXECUTIVE

#### 1. PURPOSE OF THE REPORT

- 1.1 To provide the Scrutiny Committee with the draft recommendations of five of six of the second round of scrutiny policy reviews undertaken between January and March 2013 by the Scrutiny Lead Members and their supporting Panels. It is anticipated that the Health Housing and Adult Service's Policy Review looking at Empty Properties in Sunderland will be considered by the Committee at an extraordinary meeting in May.

#### 2. BACKGROUND

- 2.1 The new scrutiny operating commissioning model was introduced for the 2012/13 Municipal Year and is now well underway. As part of the new arrangements the Scrutiny Committee commissioned the Scrutiny Lead Members along with their respective scrutiny panels to undertake two short and focused policy reviews during 2012/13, the topics having been brought forward from discussions at the Annual Scrutiny Conference in May 2012.
- 2.3 Detailed evidence gathering for the second round of 'spotlight' policy reviews took place over a three month period, with each of the Scrutiny Panels agreeing the content, conclusions and recommendations of the final reports at meetings throughout March and April 2013. The final reports of five of the six policy reviews are attached (**Reports 7A to 7E**) and are summarised below:-

Report	Panel	Policy Review Topic
7A	Children's Services	Increasing Young People's Involvement in Service Design and Delivery
7B	City Services	Waste and Recycling - Approach to Resident Engagement
7C	Public Health, Wellness and Culture	Health Protocol
7D	Responsive Services and Customer Care	Domestic Violence
7E	Skills, Economy and Regeneration	Delivery of Apprenticeships in Sunderland

### **3. POLICY REVIEWS 2012/13 – PROPOSED RECOMMENDATIONS**

#### ***Children’s Services Scrutiny Panel***

- 3.1 The recommendations of the Increasing Young People’s Involvement in Service Design and Delivery Scrutiny Policy Review 2012/13 are:-
- (a) That Children’s Services explore the potential for an information sharing support mechanism between schools to share examples of best practice in relation to the operation and performance of school councils and also look at the development of links between school governing bodies and young people;
  - (b) That Scrutiny Members consider the possibility of the Scrutiny Committee or representative Scrutiny Panel being actively involved in Takeover Day 2013;
  - (c) That consideration is given, by the Communications Team, to the appointment of a Participation and Engagement Champion to promote and support the work of participation and engagement within the Communications Team.

#### ***City Services Scrutiny Panel***

- 3.2 The recommendations of the Waste and Recycling - Approach to Resident Engagement Policy Review 2012/13 are:-
- (a) That further update reports be provided on the findings of the Customer Insight Survey to inform a communications campaign for waste and recycling;
  - (b) That the delivery of the new communications campaign be monitored including activities on promoting awareness and involvement in recycling and on tackling inappropriate waste presentation and fly tipping;
  - (c) That further reports be provided on the progress on the delivery of a recycling incentives scheme, the impact on awareness and participation in recycling services and the impacts on recycling performance.

#### ***Public Health, Wellness and Culture Scrutiny Panel***

- 3.3 There draft Health Protocol provides a framework for the Council, Healthwatch, the Clinical Commissioning Group and the NHS Commissioning Board to work together to:-
- Meet local need;
  - Improve the health and well-being of the local population;
  - Represent the views of the local population;

- Provide value of money; and
- Be accountable.

### ***Responsive Services and Customer Care Scrutiny Panel***

#### 3.4 The recommendations of the Domestic Violence Policy Review 2012/13 are:-

That the Council:-

- (a) Undertakes to work with partners to consider the way in which the approach to domestic violence is coordinated strategically across the city;
- (b) Considers how it can raise the awareness of frontline staff and ward councillors across the city to improve signposting to domestic violence services for victims;

That the Safer Sunderland Partnership:-

- (c) Reviews how domestic violence crime is reported to ward councillors and local people in community forums; and
- (d) Delivers the improvement activities detailed within the Safer Sunderland Partnership Delivery Plan within the specified timescales as follows:-
  - (i) Improve information sharing between healthcare services and domestic violence providers by raising awareness of domestic violence amongst a range of health professionals and strengthening the linkages between health and domestic violence
  - (ii) Engages with schools and young peoples services to improve young people's awareness of the warning signs around abuse in teenage relationships and the support available;
  - (iii) Utilises the findings of the Health Needs Assessment undertaken by the PCT to enhance its understanding of domestic violence in the city, map current provision and inform future service planning and commissioning intentions, having particular regard to the needs of BME victims.

### ***Skills, Economy and Regeneration Scrutiny Panel***

#### 3.5 The recommendations of the Delivery of Apprenticeships in Sunderland Policy Review 2012/13 are:-



#### **4. RECOMMENDATION**

- 4.1 It is recommended that the Scrutiny Committee considers and endorses the five scrutiny policy reviews presented at **Appendices 7A to 7E**, in particular the recommendations as outlined in Section 3 of this report, prior to submitting to the Cabinet at its June meeting.

#### **5. BACKGROUND PAPERS**

- Scrutiny Committee Agenda and reports: 14 June 2012

---

**Contact Officer:** Helen Lancaster, Scrutiny Coordinator  
Helen.lancaster@sunderland.gov.uk

# Children’s Services Scrutiny Panel Spotlight Policy Review 2012 – 2013

## Increasing Young People’s Involvement in Service Design and Delivery

### Draft Report

#### Contents

1	Foreword from the Scrutiny Lead Member .....	2
2	Introduction .....	3
3	Aim of Review .....	3
4	Terms of Reference .....	3
5	Membership of the Panel .....	3
6	Methods of Investigation .....	3
7	Findings of the Review .....	5
8	Conclusions .....	16
9	Recommendations .....	17
10	Acknowledgments .....	18
11	Background Papers .....	18

# 1 Foreword from the Scrutiny Lead Member for Children's Services

This second spotlight review from the Children's Services Scrutiny Panel looks at the importance of involving children and young people in service design and delivery.



Society and communities are made up of a variety of people of differing ages, backgrounds and ethnicity which is why it is so important to engage with as many groups and people as possible. As a local authority we need to gain the views and opinions of every layer of a community to ensure that our services reach and satisfy those who need and use them most. Children and young people are one of these layers and they too have a right to be heard, a fact which is promoted in the United Nations Convention on the Rights of the Child.

The Children's Services Scrutiny Panel have gathered evidence from a number of key witnesses during their investigation and it is both surprising and reassuring to learn of the level of engagement that exists with young people across the city. It is also good to see such a broad range of young people from a variety of backgrounds that ensures engagement provides a range of opinions and viewpoints.

There are of course many benefits to being involved in participative processes and for young people this can help them to develop a range of new skills, including around public speaking, analysis of data and boosting their own confidence. If any evidence was needed of this then the Panel experienced it when inviting a number of young people to share their own experiences with us, it was clear to see they were confident and enthusiastic about their involvement. But perhaps most importantly they valued the opportunity to be involved and felt that they had a real chance to make a difference.

As always I would like to express my gratitude to my Scrutiny Panel colleagues for their commitment and contribution to this piece of work, which as always has proved invaluable. I would also like to thank the officers from Children's Services who gave their time and expertise to the review. Finally I would also like to thank the young people who came in and gave evidence to the Panel; they were a credit to their organisations and provided a useful insight into their view of engagement and participation.

Councillor Bob Francis, Scrutiny Lead Member for Children's Services

## **2 Introduction**

- 2.1 The Scrutiny Conference provided a variety of scrutiny topics for potential review during the coming year. The Children's Services Scrutiny Panel, commissioned by the Scrutiny Committee, agreed to undertake a spotlight review around the participation of children and young people in service design, delivery and evaluation.

## **3 Aim of the Review**

- 3.1 To understand the importance of young people's involvement in service design, delivery and evaluation and what potential there is to widen this further to enhance services that impact on children, young people and their families.

## **4 Terms of Reference**

- 4.1 The title of the review was agreed as 'Increasing young people's involvement in service design and delivery' and its terms of reference were agreed as:

- (a) To understand how we currently engage with young people around service design, delivery and evaluation;
- (b) To recognise the impact of young people's involvement in service design, delivery and evaluation;
- (c) To identify the barriers to young people's participation and explore ways and initiatives that can increase access to participation for children and young people.

## **5 Membership of the Panel**

- 5.1 The membership of the Children's Services Scrutiny Panel during the Municipal Year is outlined below:

Cllrs Bob Francis (Scrutiny Lead Member for Children's Services), Anthony Farr, Doris MacKnight, Robert Oliver, Mary Turton, Philip Tye, Linda Williams, Amy Wilson and co-opted member Rose Elliott.

## **6 Methods of Investigation**

- 6.1 The approach to this work included a range of research methods namely:

- (a) Desktop Research;
- (b) Use of secondary research e.g. surveys, questionnaires;
- (c) Evidence presented by key stakeholders;
- (d) Evidence from members of the public at meetings or focus groups; and,
- (e) Site Visits.

- 6.2 Throughout the course of the review process the panel gathered evidence from a number of key witnesses including:

- (a) Keith Moore – Executive Director Children's Services;

- (b) Cllr Pat Smith – Cabinet Member for Children’s Services;
- (c) Beverley Scanlon – Head of Commissioning and Change Management;
- (d) Jane Wheeler – Participation and Engagement Officer;
- (e) David Laverick – Workforce Development Consultant;
- (f) Judith Allen – Quality and Improvement Manager;
- (g) Beverley Hunter-Smith – Principal Case Manager (Leaving Care Service);
- (h) Laura Cassidy – Health Improvement Practitioner (Young People);
- (i) Jessica & Phillippa – Representatives from City Equals;
- (j) Kieran – Representative from Change Council;
- (k) Ryan & Andrew – Representatives from Castleview Academy;
- (l) Hannah & Ashleigh – Representatives from Sandhill View;
- (m) Allison Clarke – Library Manager;
- (n) Alan Rowan – Business Relationships and Governance Manager;
- (o) Stuart Cuthbertson - Senior Policy Officer for People & Neighbourhoods.

6.3 All statements in this report are made based on information received from more than one source, unless it is clarified in the text that it is an individual view. Opinions held by a small number of people may or may not be representative of others’ views but are worthy of consideration nevertheless.

## 7 Findings of the Review

Findings relate to the main themes raised during the panel's investigations and evidence gathering.

### 7.1 What is Participation?

7.1.1 The United Nations Convention on the Rights of the Child (UNCRC) grants a child who is capable of forming a view the right to express that view freely in all matters affecting him or her; and these views should be given due weight in accordance with the age and maturity of the child. The UK is a signatory of the UNCRC. Although the Convention has not been incorporated into UK law, it is an important commitment which has an impact on policy and on all aspects of children's lives in the UK.

7.1.2 The UN Committee on the Rights of the Child's 2009 General Comment on the child's right to be heard considers the meaning of participation as:

*'...ongoing processes, which include information-sharing and dialogue between children and adults based on mutual respect, and in which children can learn how their views and those of adults are taken into account and shape the outcome of such processes.'*<sup>1</sup>

7.1.3 While the term participation is in common usage for listening and engaging with children and young people there is no universally endorsed single fixed meaning or definition. Treseder defines participation as 'a process where someone influences decisions about their lives and this leads to change.'<sup>2</sup> The exact change which is brought about can vary based on the context but may relate to both the process and the outcome.

### 7.2 The Importance of Young People's Participation

7.2.1 The Department for Education (2012) Statutory Guidance for Local Authorities on services and activities to improve young people's wellbeing states that 'Local authorities must take steps to ascertain the views of young people and to take them into account in making decisions and activities for them, in line with article 12 of UNCRC. They should establish and maintain a structured arrangement for doing so. To inform continuous improvement, these arrangements should enable young people to inspect and report at least annually on the quality and accessibility of provision. As appropriate they should be involved actively in service design, delivery and governance. Young people should receive the support they need to participate, ensuring representation of the full diversity of local young people, and those who may not otherwise have a voice'.

7.2.2 There is a strong track record and continuing programme of involving children and young people in the work of the Council through a variety of methods and initiatives. The Executive Director of Children's Services highlighted that Sunderland City Council fully supported the UNCRC and had cemented this signing up to the national pledge. Children's Services have also adopted Hear by Right, October 2012, which helps children, young people and adults work together to plan for change at both strategic and operational levels across partnerships, departments

---

<sup>1</sup> UN Convention on the Rights of the Child (2009) General Comment Number 12 the child's right to be heard.

<sup>2</sup> Treseder, P. (1997) *Empowering children and young people* London: Save the Children.

and single organisations. By using Hear by Right standards and incorporating this within the participation and engagement framework it secures the sustained and effective participation of children and young people.

- 7.2.3 The Children and Young People's plan also provides strong strategic direction for participation through its focus on creating a city where children and young people contribute towards the development of services for all people in the city, through giving their views and being listened to. The current plan was developed and refreshed in consultation with approximately 5,000 young people around their core priorities. The Executive Director also stressed the importance, at a strategic level, of the local authority's role in supporting young people to make a positive contribution and provide a sense of clarity around the involvement of children and young people.
- 7.2.4 Research has indicated that having only those who were 'clever', 'popular' and 'well behaved' elected onto school councils, failed to reflect the differences among and between children in terms of life experiences, class background, age, gender, disability and ethnicity<sup>3</sup>. Sunderland City Council ensures that it engages with a wide range of groups and young people through a variety of mechanisms including through City Equals, the Change Council, Youth Parliament and school councils. School councils were highlighted as a very positive aspect of engagement within the city, encouraging children and young people to become more actively involved in the development of their school. Being a member of a school council or youth forum can mean that some young people are ideally placed to develop their confidence and public speaking skills. Although these often work in isolation and operate in different ways, there is potential for the sharing of best practice and through this enhanced development of the school council model across Sunderland.
- 7.2.5 The Portfolio Holder for Children's Services also explained to the Panel that it is important to ensure a proactive recruitment of young people to replenish the pool as young people grow older or move on. It is also seen as important to ensure that views, opinions and perspectives of young people remain current as young people's trends and fashions change very quickly from one generation to the next. Also engaging with a wide variety of young people is not always easy, despite the inclusiveness of participation groups, there is often an associated perception of those involved. School councils, youth villages and youth centres were all highlighted as providing positive ways to develop relationships and engage with young people.

### **7.3 The Variety of Engagement Mechanisms**

- 7.3.1 Sunderland is actively developing a culture of involving children, young people and their families in the design, delivery and evaluation of services across the city. It was recognised by the Panel that there was a good network of champions across services and the VCS to help promote and facilitate youth involvement. To ensure a representative view of children and young people the Council continually looks at ways of improving the engagement process and have several groups established across the city.

#### ***Children's Trust Advisory Network***

- 7.3.2 Children's Trust Advisory Network (CTAN) was re-established successfully in May 2012 with 23 named young people from across the city including;

---

<sup>3</sup> Dr Ciara Davey (2010). Children's Participation in Decision-Making. Participation Works

Young Asian Voices;  
Change Council;  
Academy 360;  
Sandhill View;  
Castleview Academy;  
Change Council;

Sunderland Youth Parliament;  
Washington DOE;  
XL Villages;  
City Equals;  
North Area Youth Forum;  
Young Carers.

7.3.3 CTAN has met bi-monthly since May 2012 with an average of 15 young people attending each meeting. The young people who attend CTAN are empowered to take work away from the network and consult with a larger audience in their own services, schools or organisations. CTAN have been involved in the following;

- Confirming and challenging the children and young people's priorities through consulting with more than 500 young people;
- Reviewing and redesigning the 'Letsgosunderland' website;
- Part of the current youth review consultation process and more importantly involved in the procurement process;
- CTAN young people have been involved in the service specification of the up and coming Healthwatch;
- Consulted on the Health and wellbeing strategy;
- Visit from the probation service to seek their views on how the probation service should tailor their work to schools;
- CTAN Members volunteered to act as judges for the Young Achiever awards;
- Developing the Young Inspectors Scheme.

#### ***Sunderland Youth Parliament***

7.3.4 Sunderland Youth Parliament is a group of young people that aim to represent the voices of young people in the city. One of their main tasks is to arrange and facilitate the 'Young People's State of the City Debate'. Now in its 7<sup>th</sup> year the State of City Debate brings together young people from schools across the city to debate the top five themes voted for by young people in the city. In 2012 seventy one young people attended the debate from 13 schools, University of Sunderland, City Equals, Springboard and Pennywell Youth project. The topics covered included, discrimination, sexual health, student's rights, anti-social behaviour and health. Anti-social behaviour was voted as 2013 topic with 23 votes. Sunderland Youth Parliament will produce a full report detailing the debate in full detail which will be available for public view.

#### ***City Equals***

7.3.5 City equals is a group representing the voice of young people with learning disabilities/difficulties (LDD) living in Sunderland. Members attend regular meetings and promote issues specific to young people with LDD. In 2012 city equals were involved in the following;

- Worked with ITV fixers and completed a DVD on discrimination experienced in the work place;
- Attended the State of the City Event and Young People's State of the City Debate;
- One member achieved a place as an Olympic torchbearer for their community involvement;
- Took part in Parliamentary training, Hate Crime training and Committee training;
- City equals were consulted on the anti-bullying strategy and in the creation of the anti-bullying charter;



- Members also visited all the social inclusion projects in the city to update other young people with LDD about what is happening.

### ***Change Council***

7.3.6 Change Council is a group representing the voices of children and young people in care in Sunderland. Membership involves young people working with senior staff to improve and develop services that affect their lives. This group links into the council's Corporate Parenting Board, chaired by Cllr P Smith, and meets to promote the needs and wellbeing of Sunderland's 450 looked after children.

### ***Takeover Day 2012***

7.3.7 Takeover Day is a major national event organised by the Office of the Children's Commissioner. It has been running for six years and Sunderland have actively taken part for the past three years. Over 170 young people took part in Takeover day on 23<sup>rd</sup> November 2012 from three primary schools, five secondary schools, City of Sunderland College, Sunderland's Leaving Care Service and Youth Almighty Youth Project. Young people worked alongside Northumbria Police, Sunderland Magistrates, Sunderland Youth Offending Service, Sunderland Leaving Care service, Risk and Resilience Service, Venerable Bede School and Academy 360.

7.3.8 Young people engaged in the opportunity to shadow the Mayor and Mayoress, MP, Councillors and other senior officers including the Assistant Chief Executive, Executive Director of Children's Services, Director of Health, Housing & Adult Services and the Director of HR & OD. While other young people shared a challenge with Sunderland Safeguarding Children's Board, Sunderland Communications team and Family Adult and Community Learning.

### ***School Councils***

7.3.9 School councils encourage children and young people to become more actively involved in the development of their school. Over the years, school councils have been consulted on various issues such as the appointment of staff, changes to uniform, tackling bullying, the school environment and charity fund raising. All schools have the potential to benefit from an information sharing session, either primary or secondary schools, and school council leads could come together to share best practice and look at the creation of a support mechanism.

### ***Sunderland Young Inspectors***

7.3.10 One of the positives from this review is that Members realise that within the Council young people can play a valuable role as young inspectors, scrutinising and auditing the quality of provision and the progress made to improve outcomes.

7.3.11 Sunderland Young Inspectors has successfully recruited and trained 13 young people in February 2013 from across the city. The young inspectors programme will be a critical tool for commissioning agencies to check from children and young people's perspectives whether services are meeting their contracted objectives. The stages of inspection will include;

- *Recruiting Services* – who wants to be inspected?
- *Brief Services* – potential service for inspection needs to understand the commitment for youth inspection; the process and their responsibilities.
- *Brief the Inspectors* – young inspectors need to understand the organisation; the range of services being provided; key questions and logistics of the inspection.

- *Inspection Visit* – young inspectors visit the organisation and speak with a wide range of staff, volunteers, other stakeholders and service users.
- *Drafting the Report* – young inspectors work on a set of evidence based recommendations which explain how outcomes for young people could be improved.
- *Dissemination of Information* – the report is made available to the service and service users including the recommendations.
- *Follow up Visit* – return to the organisation to see if the recommendations have made an impact and if any new issues have emerged.

7.3.12 Both the Executive Director and Portfolio Holder saw the Sunderland Young Inspectors programme as a critical tool for commissioning agencies to check from children and young people's perspectives if services are meeting their contracted objectives. The importance that the young inspectors programme keeps the interest of young people and that there is a rolling recruitment and review of the group was highlighted.

7.3.13 The Panel queried how young people were recruited for the Sunderland Inspectors? It was acknowledged that the level of commitment required could and did discourage many young people. However the positions were widely advertised through posters in schools, emails to contacts, headteacher briefings and attendance at some school assemblies and youth centres. It was confirmed that those recruited so far were from 4 of the 5 localities and included representatives from schools, college, connexions or youth forums. Members recognised that such experience was good for a young person's CV and that further accreditation through ASDAN was being explored.

7.3.14 Members considered the potential for involving governors and governing bodies in engagement work and it was acknowledged that currently there were no links with governing bodies. This identified a potential opportunity for further development of engagement routes with young people and this could be explored further through the individual chairs of governing bodies or the governors association.

## **7.4 The Benefits to Participation and Engagement**

7.4.1 There are many benefits to being actively involved in participation and engagement and much of the evidence points to successful experiences influencing all those involved, be they children, young people, adults or services and organisations. One of the key benefits is around young people's recognition that they are major stakeholders in society with important contributions to make to their communities. Representatives from CTAN endorsed this by explaining to the Panel that one of the benefits of adults talking and listening to young people is the ability to challenge pre-conceived views and ideas. The young people felt that many adults stereotyped young people as a problem and a group to be worried about. By engaging with young people can help to illustrate that most young people are also interested about community and want to have a say about issues that affect them.

7.4.2 Benefits also include the clear opportunities for young people to take action on issues that impact upon them and experience how decisions are made and how to actively contribute. Again young people who had been interviewed by the Panel outlined issues that had arisen during a restructure within Children's Services that directly impacted on the support received to the Change Council. The young people on the committee had felt able to question this decision and had taken it through the

formal complaints procedure and now felt that they had made their point but also understood the reasons behind the change.

- 7.4.3 The report outlines clearly the rights of children and young people to be heard but it is important to highlight that such a right also brings with it a certain level of responsibility. Being involved through the various mechanisms detailed elsewhere in the report provides those actively involved in participation with an experience of this alliance between rights and responsibilities. The Sunderland Young Inspectors programme is a good example of how the practical training, as part of the programme, builds upon the existing qualities of the young people, such as communication and teamwork skills. As well as seeking to ensure that the young inspectors have a full understanding of their role, rights and responsibilities. Tools for assessment are shared and the spectrum of available reporting methods is explored, including video or flipchart presentations, surveys, photographic evidence and written reports. These training opportunities provide a vehicle to discuss and gain a greater understanding of concepts such as diversity, confidentiality, equality and prejudice.
- 7.4.4 Perhaps the most obvious benefits for young people is in their own development through a range of new skills including debating, negotiating, group-decision making and influencing decision-makers as well a growth their own confidence and feeling of value. When discussing this with CTAN representatives it was evident that those present all felt that at formal and structured settings they were valued but they still felt that outside in the real world it was much more difficult to break down the stereotypes most people held about young people. Although there was a general feeling that being involved in participation and engagement was very positive as it provides something different to do as well as contributing to making a difference.
- 7.4.5 The benefits are not solely confined to young people there are also key advantages for services and organisations in seeking the engagement and participation of children, young people and their families around service design, delivery and evaluation. In times of greater financial constraint it is ever more important that services are based on identified need and an effective use of resources. A recent example of this involves the library service which has consulted with a wide range of service users including young people through the CTAN groups to gain their views and experiences of the library service. CTAN were able to put the point across of what young people would want from a library service including the introduction of more modern technology such as iPads and Kindles as well as making the space brighter and having a social space for young people.
- 7.4.6 The Learning Champions Scheme that has been used within local communities certainly shows the capacity for communities to be strong, vibrant and willing to engage around issues that impact upon them. A real benefit to participation is the development of this 'community voice' which can help to shape services and direct resources to best effect. By actively engaging and listening to local communities organisations can ensure that services are tailored to best meet the needs of that community, and of course will have more chance of success with local people involved and empowered from the outset.
- 7.4.7 In strengthening links within communities can also have the added benefit of creating opportunities to engage with those more difficult to reach or socially excluded groups. If communities see the results of engagement and participation as directly influencing and/or shaping services and service delivery this has the potential to act as a catalyst to further engagement and its promotion by community

members. This is perfectly illustrated through the work of Participation and Engagement Champions working within communities with young people, families and the 35 learning providers currently engaging with families across the city. The use of learning champions from the community has helped to improve engagement and provide the types of courses communities want to attend. Learning Champions were identified as volunteers from within communities, with no set requirements or qualifications; far more important was the ability to create a mix of sexes, ages and people creating a representative cross-section of that community. Through engagement and consultation a new curriculum plan has been developed and circulated within communities and the evidence indicated greater levels of engagement through responding to the needs of communities.

- 7.4.8 Continued and increasing participation with children and young people also results in the development of more creative and innovative ways to conduct such engagement. The scrutiny committees themselves have used innovative ways of gathering evidence and employed a 'Big Brother' style diary room during a previous policy review to engage with young people around issues of not being in education, employment or training. This approach provided a novel way to gather evidence through the use of popular culture that many young people could relate to. It was also recognised during this review that often engagement and participation work needs to be tailored to the audience, and there needs to be an awareness of the intended audience as the one size fits all does approach does not work.

## **7.5 The Barriers to Participation and Engagement**

- 7.5.1 It can often be the case that children and young people accept that adults are best placed to make decisions on their behalf. The issue is perhaps more about children and young people feeling excluded from understanding the rationale behind such a decision. It can leave young people with little understanding as to how their views have contributed to a particular decision-making process. Research highlights that a non-participative culture can create a negative effect on the relationships between adults, children and young people with values of respect and inclusiveness failing to impact in the culture of schools, families and communities<sup>4</sup>. It was therefore reassuring through the panel's findings and discussions with members of CTAN, to see the value these young people placed on having their voice heard and feeling actively involved in helping to change and improve services for young people.
- 7.5.2 This is further reinforced by a number of witnesses interviewed by the Panel including consultation on the Health and Wellbeing Strategy where all information provided by young people from the CTAN group would be considered in the wider remit of the strategy and an update provided to the network as the strategy is developed. A similar scenario was reported in relation to the redesign of the library services where views were collected to contribute to the shaping and influencing of the future library service. Again CTAN would be informed of what was happening and how their views have contributed to the work.
- 7.5.3 One of the barriers that was highlighted by the young people was around the level of commitment required to be actively involved. The Participation and Engagement Officer did explain to Members that all consultation and engagement work took place outside of school times, and this has been a cornerstone of the council's engagement processes. It should also be noted that active engagement can even

---

<sup>4</sup> Dr Ciara Davey (2010). Children's Participation in Decision-Making. Participation Works

have a positive impact on academic achievement and the development of new skills through these participative processes.

- 7.5.4 Peer pressure and the perception of an inequality of opportunities can also restrict participation by young people. Being involved in participative groups can often be seen as not being 'cool' and this type of peer pressure can deter many young people from becoming involved. Although in speaking with young people it was noted that many of their friends became involved once they had seen what their friends were doing, a peer pressure in reverse. Certain groups of children and young people can also feel particularly disempowered in the participation process. It is important to have a wide range of young people involved and Sunderland through its many participative groups looks to ensure a broad cross-section of young people, and in so doing reducing this inequality of opportunities.
- 7.5.5 Members realised that it is very often the case that some children and young people either do not want to, or do not see the point of, participation in relation to their own lives and experiences. Members also recognised that getting involved in participation is not for everyone, but that it was important that young people understand how decisions do and can affect their everyday lives, and that it is not solely the domain of adults to feed into decision making processes.
- 7.5.6 Transport was another barrier that young people highlighted and the potential costs of getting to and from meetings and consultation projects. Again the Participation Officer reassured the Panel that the local authority was committed to ensuring that no young person was out of pocket as a result of participating with the council or its services.
- 7.5.7 Difficulties in engaging young people in consultations are not confined solely to children and young people and there are a number of barriers which can be associated with adults, services and organisations in general. One of the most common is around the lack of opportunities for some officers and service areas to develop the suitable approaches needed to engage young people in meetings, consultations and participation. It is difficult to develop effective relationships and engagement techniques where contact with children, young people and families are minimal or non-existent. The importance of seeking professional support in engagement was acknowledged by Members and the support and advice of the Participation and Engagement Officer was recognised as being pivotal to successful engagement in these circumstances.
- 7.5.8 A good example of this arose during the evidence gathering session with representatives from the Policy Team, a traditional department within the council. The Policy Team held a number of engagement sessions around informing and consulting on the Health and Well-Being Strategy, and this very much focused on adults in the health and social care sector, the team also realised that they needed to consult with young people. This was a steep learning curve for the policy team; their traditional approaches would not engage young people and therefore had to re-focus their entire approach. They used less imposing venues, developed different presentational styles to ensure it resonated with young people, and the team also adjusted the language used. The policy team learned a lot from this consultation which they recognised would help shape any future engagement with young people.
- 7.5.9 There can often be a level of cynicism about why children, young people and parent/carers should be involved in service design, delivery and evaluation and this

too can create barriers to meaningful engagement. It can often be difficult for those most involved or at the centre of a service to see the benefit of involving children and young people, or anyone for that matter, becoming overly protective and seeing little value gained from such an exercise. However not only is the right of children to be heard entrenched in European Conventions it is also important for services to continually look to develop and improve. Through the collection of a variety of opinions and viewpoints from across the social range not only can common themes and threads be gleaned but it also helps services to create relationships and develop ownership with its primary users. As well as ensuring that key service resources are targeted effectively.

## **7.6 The Impact of Participation and Engagement**

- 7.6.1 Ultimately the real measure of participation and engagement of children, young people and their families is the resulting impact this makes on service design and delivery. A good recent example that Members looked at involved a young people's consultation around the youth service and activities review within the local authority. A questionnaire was initially produced that was sent out across Sunderland to youth projects, schools and other organisations who have contact with young people. Further to this a group consultation was held with CTAN who were empowered to take the information back into their services and organisations to gather more views. All of these views and opinions were analysed and inputted into the service specification. Several young people also volunteered to be part of the procurement process and identified two questions they thought important for youth providers to answer as part of the tendering process. This is now at the evaluation stage, and importantly, once completed the young people will be informed of the outcomes.
- 7.6.2 This is a good illustration of how consultation and engagement with young people can make a significant impact on services by influencing the tendering process for youth services and activities. Also the use of questionnaires shows a positive engagement technique that can help gather a wide range of views in a short space of time. Often formal meetings and the unfamiliarity of actually being asked to voice an opinion can be the greatest deterrent to encouraging youth involvement and by using alternative methods can help to increase engagement on a particular issue.
- 7.6.3 Members also acknowledged the involvement through consultation of over 5,000 young people in the development of the Children and Young People's Plan. Preparations are now underway for the second delivery plan 2013-2016, with the Children's Trust undertaking confirm and challenge sessions in 2012 to ascertain if current priorities are still relevant. In ensuring that the priorities are relevant to children and young people CTAN have also contributed to these confirm and challenge sessions. This was done as a focus group and then young people took questionnaires back into their schools. The information gathered included priorities that young people felt were relevant and those that were not, again feedback will be presented to the group once the delivery plan has been produced.
- 7.6.4 Research<sup>5</sup> around the impact of participation and engagement also illustrates the changes made to service provision across local authorities in England, while some change are minor it is still important in that young people's views are being taken into account. These examples included:

---

<sup>5</sup> Doers and Shapers – Young people's volunteering and engagement in public services. An evaluation report of the Beacon Councils' Positive Youth Engagement Peer Support Programme. De Montfort University.

- Staff re-training in a leisure project had taken place after young people's feedback (despite the fact that it had just won a major award);
- Teachers had benefited from young people's input in delivering personal, health and social education (PSHE) and peer education offered a dynamic approach that interested pupils;
- Several services had young volunteers who had not only increased capacity to deliver but had also given important feedback on how the services were seen by the public, how to recruit young staff, and how to involve minority communities.

7.6.5 Increased involvement of young people is also evident across Sunderland City Council and increasingly services are looking to gather the views of children, young people and their families. A number of examples of this include:

- Requests are made by any service or organisation to attend a CTAN meeting to gain young people's perspectives or to help gather a wide range of young people's views;
- Young people are involved in service evaluations;
- The newly developed young inspector's team, consisting of 13 fully trained young people;
- Children and young people are involved in National Takeover Day;
- Viewpoint is used as an evaluation tool for looked after children and leaving care young people.

7.6.6 The only way to truly gauge impact is to ensure that robust evaluation and monitoring exists when consulting with children and young people. Feedback to young people is crucial as they must see what has changed to ensure their continued commitment. It is also equally as important to explain when things do not happen, through for example unforeseen circumstances, for them to feel valued and listened to. Within Sunderland the Scrutiny Panel have seen clear evidence from a variety of sources of the importance placed on feedback and evaluation and this is reflected by the young people interviewed who clearly felt that their views were listened to and valued by the organisation.

## **7.7 Participation and Engagement Champions**

7.7.1 Sunderland City Council has an underpinning vision of participation in that all children, young people and their families should have the opportunity to actively participate in the decisions that affect their lives, in the delivery of the services they receive and in the development of the policies that impact on them. In supporting this vision a number of Participation and Engagement Champions have been identified across service areas within the Council.

7.7.2 Participation and Engagement Champions have key roles to play in driving the implementation of the Participation and Engagement Framework across all services and partners working with children, young people and their families to ensure consultation and active engagement takes place in decision-making processes that

impact upon them. It is also the role of the champions to ensure their own teams always consider how services can be more effectively developed through the engagement of service users in design, delivery and evaluation of services.

7.7.3 The Children's Services Scrutiny Panel met with a number of Participation and Engagement Champions and there was a clear theme, from these discussions, that there are right and wrong ways to make services better and it is important to bring in the voice of young people, providing an opportunity for them to be involved. An example of this was given around the involvement of young people in developing the role of social workers, a number of young people signed up to contribute due to the direct impact on their own lives. Through this involvement social workers are now coming through the programme supporting young people in the way they have expressed, and there is a positive progression as a direct result of young people's participation.

7.7.4 Members also recognised that there were a variety of ways to engage with young people apart from the traditional meetings format and other engagement techniques including opinion polls, questionnaires, text messaging, and there was also the potential to explore other social media platforms that young people are to interact with. This also includes young people's accessibility to a range of key council documents including the Children and Young People's Plan which was emphasised by the Executive Director of Children's Services as being important and needing to be addressed, and young people having a role to play in developing this too. Young people have used a variety of media to break down information including DVD's illustrating discrimination in the work place and a young person's perspective of foster care. Young People were also involved in the re-design of the 'Letsgosunderland' website including navigation improvement and increasing the young person orientation of the site. The potential for a Participation and Engagement Champion within the Communications service of the Council could help to promote engagement and ensure that literature and materials around council services consider the children and young people audience where appropriate.

7.7.5 The Participation and Engagement Champions highlighted the difficulties in engaging with young people and how the importance of honesty was integral to any engagement. The Your Welcome project was identified to Members as a positive engagement with young people around their access and interface with health services. The project covered staff training, skills, attitude, waiting areas for young people and how health services involve young people in their services. There was also a concern around how services continue to engage with the next generation of young people and how recruiting young people is also difficult and even when young people are willing to participate there are barriers to this including transport, family support and time.

7.7.6 There is a vast array of young people moving in differing social, economic and cultural circles and it is important to access as many different groups as possible. Participation and engagement revolves around being able to hear as many voices of as many young people in Sunderland. In this respect the Panel recognised the importance of the profile and awareness of Participation and Engagement Champions across the Council and acknowledged that this could be increased.

## **8 Conclusions**



The Panel made the following overall conclusions:-

- 8.1 Children and young people's participation and engagement is now a common policy and practice demand. This has been in part driven by the United Nations Convention on the Rights of the Child, and now increasingly children and young people are becoming more involved in decisions that affect them either individually or as a group. Sunderland clearly recognises this and actively encourages the participation of children, young people and their families in decisions, service design and delivery.
- 8.2 The local authority has a clear role in supporting young people to make a positive contribution and the council looks to engage with a wide range of groups and young people, not just those who are perceived as 'clever' or 'popular'. This is a real strength of the engagement process in Sunderland and through groups like City Equals, the Change Council and the Youth Parliament there are the means and mechanism to gather a wide and disparate range of views and perspectives. Children and young people's age can often afford them a unique perspective, over adults, to creatively problem solve an issue. Also involving young people in decision-making processes and accessing this right can provide respect, value and a feeling of active citizenship in a shared community setting.
- 8.3 School is a principal part of any young persons life therefore it is of little surprise that school councils are one of the initial routes to young people becoming actively involved in participation and engagement. The development of skills and the realisation of the potential for influencing issues that directly affect a young person can lead to further involvement with a number of other participative groups. However school councils operate very much in isolation of one another and there is most likely some excellent practice taking place across Sunderland schools. Sharing best practice and the development of a support mechanism for school councils in both primary and secondary sectors could advance participation and engagement even further. There is also the potential to link into school governing bodies, which was highlighted by Members of the Panel, and this conversation could also be developed through this mechanism.
- 8.4 The benefits to children and young people being involved in service design, delivery and evaluation are numerous and not solely confined to young people. It is good to realise that practitioners, managers and policy-makers are becoming more committed to children and young people's participation and look to ensure that it is central to their work. This thinking has been a constant theme throughout the evidence gathering that the panel has undertaken. Children, young people and those supporting their participation have continued to develop effective ways of engaging and working together. It is also clear to see through speaking with young people that they really appreciate being involved from an early stage, rather than having decisions brought to them almost as a fait accompli.
- 8.5 In looking at engaging and strengthening relationships with young people around participation the use of different methods and techniques should not be underestimated. Members acknowledged the steep learning curves that officers can encounter in initial engagement with young people, and how traditional methods and language are not effective in capturing and getting the best out of young people. Initiatives like Takeover Day can also serve to forge new relationships and provide a platform for officers, members and young people to gain a mutual respect for each other's role.

- 8.6 Just as there are a number of benefits to participation there are also numerous barriers that can prevent young people from getting involved. In looking at these barriers it was evident that the local authority has looked at many of these issues and looked at ways to eliminate these as barriers. It is also through the work of the Participation and Engagement Officer that support exists to help iron out and develop inclusive approaches that remove many of the barriers that can hinder engagement. Although it should be pointed out that like in many other walks of life there are some young people who will not, or do not want to be involved in participation and engagement which should be respected too.
- 8.7 A key issue that has arisen from the review is around the importance of tailoring an approach to suit the audience, a one size fits all approach will not work, and this is nowhere more important than when dealing with young people. From the literature and resources to the very language used it is important that it resonates with the target audience otherwise it could prove extremely difficult to engage in any meaningful way. Members acknowledged evidence from a number of services and Participation and Engagement Champions all of whom supported this view. It would be extremely beneficial to have an engagement champion within the Communications Team to promote the Participation and Engagement Framework and ensure that promotional and consultative materials and literature consider children and young people where appropriate.
- 8.8 Participation and Engagement within Sunderland is strong and well developed with a good recent history of successes in engaging with young people. The Scrutiny Panel have witnessed the enthusiasm of officers and young people alike to engagement and this is a real testament to the organisations relationships with young people. There is always room for improvement and the Participation and Engagement Officer is continually looking to expand engagement practices across the Council and the Young Inspectors Programme will be at the forefront of this. It is important that all voices are heard and valued across the broad spectrum and make-up of communities and through this the local authority can target resources, develop services and ensure that it is fit for purpose and what users really want.

## **9 Draft Recommendations**

- 9.1 The Children's Services Scrutiny Panel has taken evidence from a variety of sources to assist in the formulation of a balanced range of recommendations. The Panel's key recommendations are as outlined below:-
- (a) That Children's Services explore the potential for an information sharing support mechanism between schools to share examples of best practice in relation to the operation and performance of school councils and also look at the development of links between school governing bodies and young people;
  - (b) That Scrutiny Members consider the possibility of the Scrutiny Committee or representative Scrutiny Panel being actively involved in Takeover Day 2013;
  - (c) That consideration is given, by the Communications Team, to the appointment of a Participation and Engagement Champion to promote and support the work of participation and engagement within the Communications Team.

## **10. Acknowledgements**

10.1 The Committee is grateful to all those who have presented evidence during the course of our review. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

- (a) Keith Moore – Executive Director Children’s Services;
- (b) Cllr Pat Smith – Portfolio Holder Children’s Services;
- (c) Jane Wheeler – Participation and Engagement Officer;
- (d) Beverley Scanlon - Head of Commissioning and Change Management;
- (e) David Laverick – Workforce Development Consultant;
- (f) Judith Allen – Quality and Improvement Manager;
- (g) Beverley Hunter-Smith – Principal Case Manager (Leaving Care Service);
- (h) Laura Cassidy – Health Improvement Practitioner (Young People);
- (i) Representatives from the Children’s Trust Advisory Network (CTAN);
- (j) Stuart Cuthbertson – Senior Policy Officer for People & Neighbourhoods;
- (k) Alan Rowan – Business Relationships and Governance Manager;
- (l) Allison Clarke - Library Manager.

## **11. Background Papers**

11.1 The following background papers were consulted or referred to in the preparation of this report:

- (a) United Nations Convention on the Rights of the Child (2009).
- (b) Treseder, P. (1997) *Empowering children and young people* London: Save the Children.
- (c) Dr Ciara Davey (2010). Children’s Participation in Decision-Making. Participation Works.
- (d) Doers and Shapers – Young people’s volunteering and engagement in public services. An evaluation report of the Beacon Councils’ Positive Youth Engagement Peer Support Programme. De Montfort University.

# City Services Scrutiny Panel Spotlight Policy Review 2012 – 2013

## Waste and Recycling in Sunderland - Approach to Resident Engagement

### Draft Report

#### Contents

1	Foreword from the Scrutiny Lead Member .....	2
2	Introduction .....	3
3	Aims and Terms of Reference .....	3
4	Membership of the Committee.....	3
5	Methods of Investigation .....	3
6	Findings of the Review .....	4
7	Conclusion .....	12
8	Recommendations.....	13
9	Acknowledgments.....	14
10	Background Papers .....	14

# **1 Foreword from the Scrutiny Lead Member for City Services**

It gives me great pleasure to be able to introduce the City Services Scrutiny Panel's second spotlight policy review.

At the start of the year, when the Scrutiny Committee was considering the range of issues it wished to examine, the Panel was asked to undertake a brief spotlight review into the implications of the Council's recent successful bid for funding to retain its weekly collection service. It also examined the range of proposals and options available to increase participation in recycling collections.

As well as discussions with relevant Council officers, the Panel took the opportunity to view the operation of the Beach Street Household Waste and Recycling Centre and visit the new Energy from Waste Facility being constructed at Teesside.

The Panel's report does include a number of conclusions and recommendations which we hope will help promote recycling in the city.

For the Panel, sustainable waste management requires a partnership between Government, local authorities, residents, businesses and other stakeholders. Promoting awareness is central to the future development of waste services by providing the general public with a better understanding of the issues involved in waste minimisation and the recycling of waste. Clearly, recycling initiatives can only work if there is public involvement and commitment.

However, we feel that it is important that future promotional campaigns should be based on a detailed understanding of why people do participate or do not recycle correctly.

We therefore consider that there should be regular monitoring on the findings of the Customer Insight Survey which will be used as the basis to inform a communications campaign for waste and recycling.

We also recommend that the delivery of the new communications campaign should be monitored including activities on promoting awareness and involvement in recycling and on tackling inappropriate waste presentation and fly tipping.

In conclusion, I would like to thank my colleagues on the City Services Scrutiny Panel and all of the officers and staff involved for their hard work during the course of the review and thank them for their valuable contribution.

Councillor Stephen Bonallie, Lead Member for City Services

## **2 Introduction**

- 2.1 On 7 June 2012, the Scrutiny Committee requested that the City Services Scrutiny Panel undertake a policy review into issues relating to waste and recycling in Sunderland. This issue had been highlighted as a policy review topic during the Council's Annual Scrutiny Conference 2012.

## **3 Terms of Reference**

- 3.1 At the start of the review, the Panel agreed to focus its attention on the options and proposals to enhance community engagement and increase participation in recycling collections.

- 3.2 The Panel adopted the following terms of reference for the review:-

- (a) to consider the background shaping the Council's approach to refuse collection and recycling;
- (b) to consider the implications of the Council's recent bid for funding to retain its weekly collection service;
- (c) to consider the range of proposals and options available to increase participation in recycling collections.

## **4 Membership of the Panel**

- 4.1 The membership of the City Services Scrutiny Panel consisted of Councillors Stephen Bonallie (Lead Member), Michael Essl, Stephen Foster, Neville Padgett, Stuart Porthouse, Lynda Scanlan, Peter Wood.

## **5 Methods of Investigation**

- 5.1 The following methods of investigation were used for the review:

- (i) Evidence from relevant Council officers and our partner organisations;
- (ii) Visit to view the operation of the Beach Street Household Waste and Recycling Centre.
- (iii) Visit to the new Energy from Waste Facility at Teesside.

## **6 Waste and Recycling - Background**

- 6.1 Toward the end of 2012, the Department of Communities and Local Government (DCLG) announced that the Council had been successful in its bid to retain a weekly refuse collection service. In return for the Council committing to maintain weekly collection service for a five year period, the Council was to receive funding in the region of £4.722m
- 6.2 The key components of the bid involved the:
- Procurement of 10 low emission refuse collection vehicles in addition to 10 already ordered to replace all of the current aged refuse collection fleet;
  - Staff costs and other related revenue spend equivalent to what would be saved if alternate weekly collections were introduced;
  - Enhancement of community engagement and incentives to increase participation in recycling collections and the development of website improvements for residents to 'self serve' information and advice.
- 6.3 Whilst, it is pleasing that the Council has been successful in its bid to retain the weekly collection service, the decision does present the Council with a number of challenges in the future; not least in making sure that it continues to see improvements in recycling rates and that the service continues to contribute to operational efficiencies.
- 6.4 The Panel therefore looked at the approach that should be taken to promote recycling and ensuring that the Council makes the most of the funding being made available to enhance community engagement and participation rates.

### **Current Position - Local Context**

- 6.5 As a starting point for the review, the Panel looked at the background to the management of waste and refuse collection in the city and considered the South of Tyne and Wear Joint Waste Strategy update which was presented to Cabinet in November 2012.
- 6.6 In 2006, Sunderland, Gateshead and South Tyneside Council's formed the South Tyne and Wear Waste Management Partnership. A key task for the Partnership was the development of this Joint Municipal Waste Management Strategy (JMWMS) which covered a 20 year period from 2007 – 2027.
- 6.7 The Strategy covers municipal waste including waste collected from households, recycling collections, waste taken to recycling banks, collections of bulky waste, street sweepings, collection of household clinical waste, commercial/trade waste collected by the local

authorities, fly tipped waste and waste accepted at household waste recycling centres.

- 6.8 A central aim of the Strategy was to reduce the amount of waste sent to landfill sites every year and to increase recycling. In line with national waste management principles, the Strategy set the following high level objectives:-
- Reduce the amount of waste that is generated;
  - Re-use waste;
  - Recycle and/or compost waste as far as this is practicable within economic and environmental constraints;
  - Recover energy from the remaining waste and finally dispose of this residual waste safely.
- 6.9 The Strategy sought to respond to increasing pressures to change the way in which municipal waste was managed. This included the EU Directive 99/31/EC (the Landfill Directive) which set targets for the reduction of biodegradable municipal waste sent to landfill and the Government's Waste Strategy 2000 which included national targets for recycling, composting and value recovery from waste.
- 6.10 The Landfill Allowance Trading Scheme (LATS) and the introduction of an annually escalating Landfill Tax have also been key drivers in reducing the amount of waste sent to landfill. Since its introduction the Landfill Tax Regulations make it increasingly expensive for authorities to dispose of waste in landfills.
- 6.11 The Strategy also responded to the Household Waste Recycling Act 2003 which required that all waste collection authorities (WCA's) provide for the separate collection of at least two recyclable materials, at the kerbside, from all households by 2010.
- 6.12 The Partnership established some ambitious targets for increasing recycling across the three councils – a target of 45% by 2015 and 50% by 2020.
- 6.13 In recent years, significant progress has been made in improving recycling levels and avoiding landfill. Overall levels of municipal waste have fallen across the partnership area over the last five years, standing at 312,741 tonnes in 2011/12 from a total of 362,092 tonnes in 2006/07.
- 6.14 Waste collection services have also continued to improve, in particular the development of kerbside blue bin recycling services and bring sites. This service development has contributed to a rise in recycling levels, which stand at 36.6% of municipal waste in 2011/12.
- 6.15 As a consequence of recycling levels rising, more material has been diverted from landfill with 61.6% of municipal waste going to landfill in



2011/12. The remaining 1.8% of all municipal waste was used for energy recovery. Appendix 1 sets out the trends in waste and recycling improvements.

- 6.16 Clearly, the Council does face some challenges for the future. For example it has a significantly higher waste arising figure per head of population than its partner/ neighbouring authorities and has a slightly lower average recycling performance than the other two councils in the South of Tyne Waste Management Partnership who have both adopted a fortnightly refuse collection service designed to make efficiencies. This may be a factor to increase recycling by encouraging change in behaviour at the expense of resident satisfaction.
- 6.17 “Fly Capture” data also appears to show that the Council experiences proportionately more low level/ back lane fly tipping incidents than its neighbours. The comparative data between councils can be misleading due to differences in how incidents reported by each. The City Council reports all incidents to provide a picture of the scope of the problem of inappropriate refuse presentation to serious fly tipping incidents. This issue may be one of needing to raise awareness about behaviour which may currently be viewed as acceptable.

### **The Structure of Refuse Collection and Recycling within the Authority**

- 6.18 The Environmental Protection Act (EPA) 1990, part II section 45, places a duty on local authorities to collect household waste household waste in its area. There are a range of related regulations, requiring the Council to provide households with access to recycling services but the requirement to collect household waste to maintain public health standards still remains the primary responsibility for the Council.
- 6.19 Section 46 of the EPA gives the Council powers to specify to householders the type of waste container(s) that should be used, the frequency and day of collection, and how this should be presented on collection day.
- 6.20 Sunderland Council currently provides the following waste and recycling collection services:-
- A weekly residual refuse collection;
  - A fortnightly kerbside collection for paper, glass, plastic bottles and food packaging, card, metal foils, drinks cartons and cans
  - A fortnightly kerbside green waste collection to about 85,000 households with gardens.
  - Bulky Household waste collection service.
- 6.21 The authority provides wheeled bins for collection of refuse, and larger bins for multi- occupancy properties and a small minority of premises with no suitable waste storage who are offered plastic sacks. Unlike

other authorities in the Partnership, Sunderland does have a policy of accepting side waste.

- 6.22 There is also provision for the collection of recyclables through Bring Sites/Banks at supermarkets, cars parks and open spaces across the city. This includes the collection of paper, glass, textiles, shoes, cans and plastic bottles.
- 6.23 In terms of trade waste, Sunderland Council provides a chargeable, commercial refuse collection service to businesses on request using a range of refuse storage containers and with differing collection frequencies. A special collection for large amounts of waste or bulky materials from commercial premises is also offered. Members supported the trade waste service provided by the Council and suggested that where possible it be expanded to offer recycling.
- 6.24 There are four Household Waste and Recycling Centres (WRCs) in operation in the Partnership area which are open to the public to deposit recyclables and waste. Appendix 1 identifies the centres and the materials accepted. The Campground, Wrekenton HWRC is used by both Gateshead and Sunderland. Although the Centre is located in Sunderland, it is owned and operated by Gateshead. Approximately 30% of users reside in the Washington area and the operational costs of the centre are shared by the two councils in accordance with this split of users. This facility will be completely refurbished 2013/14 to improve resident convenience and increase opportunities for recycling.
- 6.25 The Council also operates a Household Waste and Recycling Centre at Beach Street. The facility is currently operated by the Council's workforce. A range of improvements were made to improve the overall environment on the site in 2011.
- 6.26 As part of its review, members of the Panel visited the Beach Street Depot in order to view at first hand the operation and condition of the site. Members were impressed by the range of goods accepted for recycling and the help provided by staff at the site to offer guidance.

#### *Energy from Waste Facility*

- 6.27 In 2008, the South of Tyne Waste Management Partnership was awarded £73.5m of Private Finance Initiative funding for the development of a waste treatment facility. Following an EU procurement and evaluation of a range of bids, the Partnership agreed to develop an Energy from Waste Facility as the preferred solution. This facility is seen as central in reducing the amount of waste required to be sent to landfill and providing a long term sustainable solution for the City.
- 6.28 In December 2012, members of the Panel took the opportunity to visit the facility being constructed at Haverton Hill on Teesside by SITA UK

on behalf of the South Tyne and Wear Waste Management Partnership. Members met with the senior management at the facility and were given a conducted tour to view the EfW process at first hand.

- 6.29 The EfW facility at Teesside will allow municipal and non-hazardous commercial waste to be diverted away from landfill by using it to generate power for the national grid. The facility will generate around 20.5 MW of electricity; enough to power the equivalent of 30,000 households.
- 6.30 The contract will save money compared with continuing to send waste to landfill when the effect of year on year landfill tax increases takes affect, with the savings coming into affect from 2015, one year after service commencement. and also reduce the impact of waste disposal on the environment.
- 6.31 Three associated transfer stations and a visitor and education centre will also be developed within Gateshead, South Tyneside and Sunderland. The transfer station to be built at Jack Crawford House Hendon will sort and 'bulk up' the waste before it is transported to Teesside. Some waste collected from Washington area will be delivered to the new Campground waste transfer station being built at Wrekenton, which will help the efficient operation of the refuse collection service in this part of the City.
- 6.32 The levels of emissions from EfW facilities will be closely and continuously monitored to ensure that dangerous emissions are not released. Modern EfW facilities are extremely clean and environmentally friendly forms of energy generation with waste being burned at extremely high temperatures.
- 6.33 Member were impressed by the facility and felt that its construction and delivery represented a good example of partnership working. The facility will clearly make a substantial contribution to the sustainable treatment of residual waste in the city.
- 6.34 It was pleasing that the construction of the facility was ahead of schedule and was now expected to be fully operational by April 2014, though commissioning work will begin around July 2013 in order to allow time to fine tune the process.

### **Resident Engagement and Education Programme**

- 6.35 Clearly, considerable progress has been made over recent years in the level of waste collection and recycling in the city. And with the introduction of the Energy from Waste facility there will be a major improvement reduction in the level of waste going to landfill.
- 6.36 While the success in maintaining weekly collection services is pleasing, it is important that the Council continues to take measures to ensure that improvements in household recycling are further built upon.

- 6.37 A feature of the City Council's bid for funding from the Department for Communities and Local Government (DCLG) for the continuation of weekly refuse collections, was to deliver a high quality education and engagement programme, along with an incentives scheme to ensure recycling performance is maintained and enhanced.
- 6.38 The use of community engagement measures is not new. The Waste Strategy identifies potential measures to increase the level of education and understanding of waste reduction matters.
- 6.39 The Council has previously undertaken campaigns such as the 'No More Excuses' campaign which had a big impact on encouraging people to recycle more, along with the more recent "blue bin" campaigns which launched the new kerbside collection scheme in 2010. together with a recent promotion increasing what can be recycled in the blue bins.
- 6.40 However, the scale of funding now available to the Council allows it to undertake a substantial piece of consumer insight research into customer views and behaviours relating to recycling. The findings of this work will inform a communications campaign that resonates with the city's residents, the objective is to increase the volume and range of materials being recycled. As part of the recent bid to Govt, the City Council received funding of £150,000 to be used over the next three years for this purpose.
- 6.41 A central part of community engagement will be the design and delivery of a Resident Engagement and Education Programme. This will, through various methods of in depth research, seek to understand people's behaviour towards recycling and will include the views of Community Spirit and specific focus groups.
- 6.42 The Customer Insight Surveys will identify those areas of the city who are enthusiastic, active, passive, part time and non participants in recycling and try to understand not only where in the city, marketing work should be focussed, but more in depth information such as attitudes to the Council and the service, what barriers prevent or reduce participation, and what may incentivise a positive change in attitude and behaviour.
- 6.43 The Panel was informed that the insight programme is currently being developed and should be completed by summer. This will inform the design of a detailed communications and marketing plan.
- 6.44 As part of the review the Panel was consulted on the potential themes and objectives of the new communications plan, waste recycling incentives scheme and the approach to be being taken as part of the engagement Strategy.

6.45 The key themes of our responses are set out below:-

- Giving residents a clear message about their role and the full range of environmental, social and economical reasons for recycling will be the priority message;
- This will be informed by resident insight work, commissioned to understand what makes people recycle and what barriers if any prevent others, as well as identify the range of enthusiasm in residents across different geographical areas of the city;
- Subject to the insight findings, the messages could be informative, clear and direct, using a similar style to the previous “No more excuses” campaign in 2008/9;
- Following the information, education and engagement phase, the next phase will be to use enforcement measures to address the minority of residents who do not respond positively;
- This is a significant piece of work and we must ensure that we get it right and adopt the best approach which suits the city’s needs. The DCLG funding provides this opportunity;

6.46 Overall, the Panel referred to the importance of emphasising how recycling is good for the environment and links in to the principle of an attractive city.

6.47 We also feel that it is important to emphasise the value of recycling in terms of the better use of resources and the financial savings that will accrue from recycling rather than sending waste to landfill.

#### *The Use of Incentives Schemes*

6.48 Resident Recycling Incentives Schemes have been used in other parts of the country as an alternative to a direction and enforcement approach to residents. The Council is currently part of a regional scheme whereby identifiable stickers are placed on certain recyclable items put out by residents and each month a draw is made and prizes are won. These can include TV’s, lap tops, and shopping vouchers. To date, there had been good take up and increasing awareness of the council blue bin recycling service but the long term impact was not clear.

6.49 Other incentives may be operated in conjunction with supermarkets where there is a greater number of lower value, incentives such as money off coupons. Such a scheme has yet to be designed and finalised.

6.50 The Panel was cautious about the use of incentive schemes with high value prizes. Members also raised concern at the long term sustainability of such schemes. The operation of an incentive scheme was a central part of the bid to DCLG to secure funding for weekly refuse collection. The fact that the Council operated an existing

scheme may have impressed the award panel, but we feel further development of any new incentives scheme is required.

#### *The Balance Between Education and Enforcement*

- 6.51 The Environmental; Protection Act (EPA) 1990 Part II Section 46 gives the Council powers to specify to householders the frequency and day of collection the type of waste containers that should be used, and how this should be presented on collection day.
- 6.52 A number of Councils have used this legislation to enforce recycling. However, some would argue that taking such enforcement action can be classed as a disproportionate act, can increase the risk of negative publicity for the Council and in the present economic climate perhaps not represent a good use of resources.
- 6.53 Members felt that there was a general consensus among the public and service users of the advances the Council had made in promoting recycling in recent years and that some form of enforcement action may be appropriate for example where residents persistently fail to recycle.
- 6.54 The Panel feel that the Council should not be unwilling to take enforcement action where it is deemed appropriate. Such action would be supported by the local community and could act as an effective deterrent. Equally it was important that local Magistrates were supportive of local authorities when they chose to prosecute and made use of the penalties available.
- 6.55 The Panel does however highlight the dangers of blanket enforcement notices. The use of warning and enforcement letters holds the danger alienating the majority of people who recycle and so needs to be planned and targeted carefully.
- 6.56 We consider that it may be necessary to recognise varying levels of recycling participation in different areas of the city, and so make informed decisions on how to best align our effort and resources.

#### *Approach to the Treatment of Side Waste*

- 6.57 Tackling fly tipping and sending out a strong enforcement message is important in deterring medium and large scale fly tipping. The practice of putting out rubbish or bulky waste in back lanes or other council land with the expectation of it being collected and taken away by service teams, or putting out excess side rubbish with normal bins, whether or not the resident is participating in recycling, appears to be accepted in some areas of the city. When this happens there is often a negative perception of the neighbourhood which can attract arson and larger scale fly tipping, and lead to complaints from compliant neighbours. Fly tipping data indicates the presence of small scale back lane fly tipping

or that taking place on other council land forms a significant majority of all reported incidents.

- 6.58 Currently in Sunderland there is a policy of allowing up to 2 bags of side waste to be collected with residual waste collections. At Christmas time bulky waste services support refuse collection teams and there is a two week amnesty where service teams help clear up all waste presented to ensure we keep a clean and tidy environment.
- 6.59 Comparison of policies and practice in Tyne and Wear, Northumberland and Durham Council areas has shown that there appears to be no side waste allowed with the normal wheel bin collection. While the fly tipping statistics show high concentrations of small scale fly tipping activity as a percentage of the overall totals, and the potential impacts locally to be significant, the overall scale of the problem is very small when taking the whole population of the city into account.
- 6.60 The Panel supports of the Council's existing policy in relation to the treatment of side waste and feels that overall a flexible approach to the treatment of such waste does much to foster a good reputation for the service and the Council. We feel that it is best not to be overtly prescriptive but to use persuasion and education in this area. Again, it is important to target those who abuse the system rather than sanction the majority who comply.
- 6.61 Overall, the Panel would therefore suggest a balanced approach based on the 3 E's; education, encouragement and enforcement: using education first, then encouragement, with enforcement targeted towards those who persistently fail to comply.
- 6.62 We also feel that it is important for the Council to understand more about why people do and do not recycle. Such information would be important to help inform and guide Council policy. The commissioning of a comprehensive customer insight survey to gather this information will provide great value to the development of the new communications campaign.

## **7 Conclusion**

- 7.1 The Panel consider that the Council's waste and recycling service is both highly regarded and has made good progress over recent years in terms of quality and recycling performance.
- 7.2 Sustainable waste management requires partnership and is therefore not simply the responsibility of Government but also of individuals, businesses and other stakeholders.
- 7.3 Promoting awareness is central to the future development of waste services by providing the general public with a better understanding of

the issues involved in waste minimisation and the recycling of waste. Clearly, recycling initiatives can only work if there is public involvement and commitment.

- 7.4 We feel that communicating with the public is the key. A powerful education campaign must be sustained, however this will require investment to ensure its success. Any solution must involve public participation and Council must provide leadership through education, awareness and action.
- 7.5 We feel that it is important that future campaigns should be based on an understanding of why people do participate or do not recycle correctly.
- 7.6 We are unsure of the merits of adopting expensive incentive schemes particularly given the current economic climate. We would also point to evidence that suggests self-rewarding people for good behaviours may encourage people only to act in the future if rewarded, rather than acting because they care or value society and the environment. More work should be done on the development of incentive schemes using data collected from the existing trial, other trials and perhaps linking to the proposed customer insight survey.
- 7.7 It is pleasing that the City Council is undertaking a comprehensive customer insight exercise. The Panel suggests that it receives regular updates on the progress being made.
- 7.8 The Council needs to reinforce the message that residents have an obligation to deal with their waste responsibly. There is however, a balance to be struck between education, encouragement and enforcement.

## **8 Recommendations**

The Panel recommendations are outlined below:-

- (1) That further update reports be provided on the findings of the Customer Insight Survey to inform a communications campaign for waste and recycling;
- (2) That the delivery of the new communications campaign be monitored including activities on promoting awareness and involvement in recycling and on tackling inappropriate waste presentation and fly tipping;
- (3) That further reports be provided on the progress on the delivery of a recycling incentives scheme, the impact on awareness and participation in recycling services and the impacts on recycling performance.



## **9. Acknowledgements**

9.1 The Committee is grateful to all those who have presented evidence during the course of our review. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

- (a) Les Clark, Head Of Streetscene;
- (b) Colin Curtis; Assistant Head of Streetscene;
- (c) Jane Peverley, External Communications Manager;
- (d) All Staff based at Beach Street Depot
- (e) Jim Alproovich, South Tyne and Wear Waste Management Partnership
- (f) Staff from SITA

## **10. Background Papers**

10.1 The following background papers were consulted or referred to in the preparation of this report:

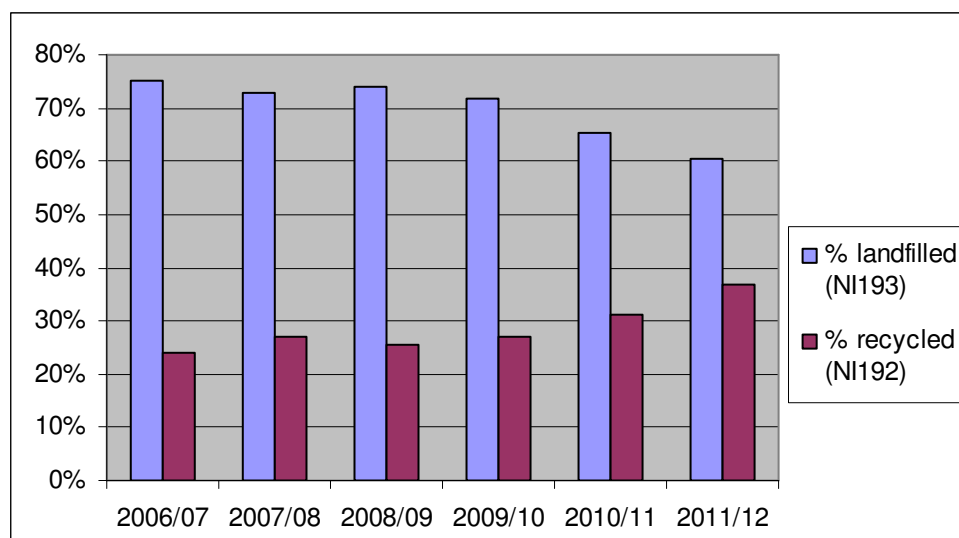
Joint Tyne and Wear Waste Management Waste Management Strategy  
Agenda and Minutes of City Services Scrutiny Panel

## Appendix 1

### Municipal waste in Tyne and Wear 2011/12

	Gateshead	South Tyneside	Sunderland
Population	191,700	153,700	283,500
Households	92,330	69,820	124,850
Household waste (t)	84,361	63,603	126,977
Non Household waste (t)	9,841	14,318	13,641
Municipal waste (t)	94,202	77,921	140,618
Household waste per household (kg)	914	910	1017
Household waste per head (kg)	440	414	448

### Percentage of waste sent to landfill or recycled in Sunderland 2006/07 – 2011/12



As the percentage of Sunderland's waste sent for reuse, recycling or composting has increased since 2006/07, the percentage sent to landfill has decreased<sup>1</sup>.

<sup>1</sup>NI 192 - Percentage of Household waste Sent for Reuse, Recycling or Composting, NI 193 Percentage of Municipal Waste Sent to Landfill.



Sunderland Clinical Commissioning Group

  
Sunderland  
City Council

  
*Commissioning Board*

**healthwatch**

## A protocol for working together between :

- **Sunderland Overview and Scrutiny**
- **Sunderland Health & Well-Being Board**
- **Sunderland HealthWatch**
- **Sunderland Clinical Commissioning Board**
- **NHS Commissioning Board**

# **Contents**

Joint Statement

Introduction

Principles

Ways of Working

Information Sharing

Engaging with users

Implementation and Review

Appendix 1 – Role and Functions

Appendix 2 – Significant Development & Substantial Variation in services

Appendix 3 – Tool for checking progress

DRAFT

## Joint Statement

This protocol has been developed by the above parties in recognition of the importance placed on working together effectively, recognising that there are shared and mutual benefits of doing so, and in recognition of the legal duties and responsibilities placed on organisations in relation to:

- Meeting local needs
- Improving the health and well-being of the local population
- Being representative of the views of the local population
- Providing value of money
- Being accountable

Set within the context of a common and significant set of challenges, we will need to work together to achieve our aims.

We will seek to create a common purpose and alignment of all those working across the health system. We will seek to support a shared system of innovation and joint planning, underpinned by a commitment to commissioning focused around the needs of patients and communities.

Collaboration must go beyond the words written in this document: it must be embedded into the way we work.

Signed on behalf of

Signed on behalf of

Signed on behalf of

Signed on behalf of

## Introduction

All signatories to this protocol have clear and distinctive roles. This protocol outlines the responsibilities and duties of each and provides a framework for all groups to work together with the aim of reducing unnecessary administrative burdens.

In particular, it provides an overarching framework for joint working as well as an information sharing agreement between partners in the first year of operation. This will be essential to assure effective, rapid and timely exchange of contemporaneous data and information between each partner.

This protocol does not override the statutory duties and powers of any organisation and is not enforceable in law.

## Principles

The signatories are committed to putting people first and, in ensuring that services meet the needs of the people using the services, we will:

- Have an interest in the quality of services provided
- Have open and transparent dealings with each other
- Work in partnership to improve services
- Use resources effectively and efficiently
- Ensure individual activities are complementary and reduce duplication

All parties to this protocol acknowledge the principle of putting patients, carers and local people at the centre of everything we do through embedding public engagement activity at all levels and as part of everyday practice.

## Ways of Working

### ***Between HWBB and CCGs***

HWBBs have a strategic influence over commissioning decisions across health, public health and social care. CCGs must demonstrate they have taken on board the priorities of the JHWB Strategy in the delivery of commissioning decisions. The HWBB will set out a forward plan which will determine which commissioning decisions need to come to HWBB at the appropriate stage in the commissioning process,

### ***Between decision makers (HWB/CCGs) and Scrutiny***

Scrutiny is responsible for ensuring that decisions relating to the planning and delivery of health care are accountable to residents. This includes the statutory responsibility on health bodies to consult health scrutiny on proposals for substantial developments or variations to the local health service. Decision takers will ensure that scrutiny is informed of and able to effectively scrutinise key decisions of the HWBB and CCGs,

Scrutiny also engages actively with service users and HWB may wish to refer issues to health scrutiny in order for those issues to be fully investigated, and to provide recommendations for improvement. Many scrutiny reviews have identified recommendations aimed at reducing health inequalities and it has been demonstrated that NHS commissioners have been able to use the evidence that has been gathered when designing services to provide an extra level of assurance as to the quality of their services. There would be a mutual benefit in the HWB considering recommendations from scrutiny policy reviews.

### ***Relationship between HWB/CCG and HealthWatch***

HealthWatch is responsible for ensuring that the citizens have a voice in the planning and delivery of healthcare. HealthWatch has a scrutiny and challenge function in relation to local commissioners and providers and will provide a level of accountability to the HWB.

### ***Relationship between HealthWatch and Health Scrutiny***

Health Scrutiny and HealthWatch serve complimentary roles in ensuring that health and social care is accountable to, and meets the needs of, local residents. Part of the scrutiny function will include whether local authorities are appropriately commissioning local Healthwatch. Both Scrutiny and HealthWatch have a responsibility to monitor the quality and performance of service provision. Local HealthWatch will be able to alert HealthWatch England to concerns about specific care providers. CQC and NHSCB will work with local scrutiny to hold providers to account. HealthWatch will refer social care matters to scrutiny when deemed appropriate.

## **Information Sharing Arrangement**

### ***Principles of information sharing:***

- Information will be communicated in a timely way ensuring adherence to good practice and agreements or constitutional or legislative timescales on consultation.
- Information will be communicated in plain language, in an appropriate format and exclude the use of jargon, acronyms, concepts, and so on that are not generally understood by partners and/or our local population.

All parties to this protocol will seek to communicate information with each other in a way that enables each organisation to carry out its functions effectively. Partners to this protocol will reserve the right to define what constitutes relevant information in the context of forward and

strategic planning within their own organisation however the basis of this protocol is a presumption that information is to be shared.

In particular parties to this protocol will endeavour to share:

- Information relating to circumstances where changes to services are to be made. This may be within the definitions of substantial variations of service (see Appendix 2).
- Proposals for plans, policies and strategies.
- Information on progress against improvements identified in strategic plans
- Development of commissioning intentions
- Information of proposed public or user/carer engagement and consultation plans (in accordance with requirements of the Duty to Involve)
- Where appropriate when there have been significant health, well-being and social care issues arising from engagement activity.
- Draft reports where appropriate in order to ensure accuracy.
- Information regarding the quality of services provided

## Engaging with service users

All parties to this protocol recognise that they have both joint and separate approaches to engaging with service users and members of the public. Wherever possible all parties will ensure that such health, well-being and social care engagement activity is jointly planned and co-ordinated within the partnership and individual frameworks of the parties, to ensure maximum coverage and capacity, to avoid duplication and 'consultation fatigue' and to ensure appropriate quality and outcomes.

## Implementation and Review

The protocol may be amended at any time by agreement between partners. The protocol will be reviewed and evaluated, and where appropriate, the protocol will be updated to take account of any changes to legal responsibilities.

Reviews will be undertaken by the scrutiny group responsible for the design of the protocol, who will report respectively into the Scrutiny Committee. A tool for checking progress is attached as Appendix 3.

The first review of the Protocol will take place in ??



## Role and Function of Individual Bodies

### Overview and Scrutiny

Overview and Scrutiny has the powers to:

- Hold decision makers to account
- Challenge and improve performance
- Support the achievement of value for money
- Influence decision makers with evidence based recommendations
- Bring in the views and evidence of stakeholders, users and citizens

Councillors on scrutiny committees have a unique democratic mandate to act across the whole health economy. Scrutiny has a clear role at every stage of the commissioning cycle, from needs assessment through commissioning to service delivery and evaluation of health outcomes.

Scrutiny members are responsible for holding decision makers (HWBB, Commissioners CCGs/Council and providers) to account ensuring that:

- the planning and delivery of healthcare reflects the views and aspirations of local communities (by scrutiny of JSNA, JHWB Strategy, Commissioning Plans & Delivery strategies)
- all sections of a local community have equal access to health services; (by scrutiny of organisations, service delivery, performance against outcomes)
- all sections of a local community have an equal chance of a successful outcome from health services ( by bringing together views across the system, examining priorities and funding decisions across an area to help tackle inequalities and identify opportunities for integrating services)
- proposals for substantial service change are in the best interests of local health services (NHS bodies have a statutory responsibility to consult health scrutiny on proposals for substantial developments or variations to the local health service).

The Sunderland Scrutiny Committee is governed by terms of reference set out in Sunderland City Council's Constitution – Part 2, Article 6.

### Health & Well-Being Board

The Health and Social Care Act 2012 required local authorities to set up health and wellbeing boards as committees of the council by April 2013. They are therefore to be treated as if they were committees appointed by the council under section 102 of the Local Government Act 1972.

The intention, however, is that HWB will be different from the normal council committee as they are meant to be forums for collaborative local leadership. Health and wellbeing boards have strategic influence over commissioning decisions across health, public health and social care.

Health and wellbeing boards are forums where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. Health and wellbeing boards are made up of clinical commissioning groups, local authorities, patient representatives, public health, and children's and adult social care leaders to shape local health and care services, decide how they will be commissioned and support joined-up working across health and care services.

The HWB will develop a shared understanding of the health and wellbeing needs of the community through the Joint Strategic Needs Assessment (JSNA) and develop a joint health strategy for how these needs can be best addressed. This will include recommendations for joint commissioning and integrating services across health and care.

Through undertaking the JSNA, the HWB will drive local commissioning of health care, social care and public health and create a more effective and responsive local health and care system. Other services that impact on health and wellbeing such as housing and education provision will also be addressed.

HWB's strengthen democratic legitimacy by involving democratically elected representatives and patient representatives in commissioning decisions alongside commissioners across health and social care. HWB's will also provide a forum for challenge, discussion, and the involvement of local people.

The Sunderland Health and Well-Being Committee is governed by terms of reference and rules of procedure set out in Sunderland City Council's Constitution – Article 12

### **Sunderland HealthWatch**

The Government aims for there to be "*no decision about me, without me*" for patients and their own care. The same goes for the design of health and social care services.

The Health and Social Care Act 2012 Act provides for the establishment of HealthWatch England as a statutory committee of the Care Quality Commission. HealthWatch England will be a new national body representing the views of users of health and social care services, other members of the public and Local HealthWatch organisations. Local HealthWatch will carry out the functions previously carried out by Local Involvement Networks, and take on additional functions. The aim of

local HealthWatch will be to give citizens and communities a stronger voice to influence and challenge how health and social care services are provided within their locality. They will help ensure that the views and feedback from patients and carers are an integral part of local commissioning across health and social care. Their activities will also include providing information about local care services and choices to be made in respect of those services.

Local HealthWatch will provide authoritative, evidence-based feedback to organisations responsible for commissioning or delivering local health and social care services.

Local HealthWatch can help and support Clinical Commissioning Groups to make sure that services really are designed to meet citizens' needs. Both Scrutiny and HealthWatch have a responsibility to monitor the quality and performance of service provision. Local HealthWatch will be able to alert HealthWatch England to concerns about specific care providers. CQC and NHSCB will work with local scrutiny to hold providers to account.

### **Sunderland Clinical Commissioning Group**

The Health and Social Care Act 2012 Act makes CCGs directly responsible for commissioning services they consider appropriate to meet local needs.

CCGs and the NHSCB will be subject to a number of duties that did not previously apply to PCTs or SHAs, which put patient interests at the heart of everything they do. These include new duties in relation to promoting the NHS Constitution; securing continuous improvements in the quality of services commissioned; reducing inequalities; enabling choice and promoting patient involvement; securing integration; and promoting innovation and research. CCGs will have to work with local partners to be effective. Both CCGs and the NHSCB will be required to obtain advice from people with a broad range of professional expertise.

The 2012 Act contains a number of duties, aimed at aligning CCG commissioning plans with the Joint Health and Wellbeing Strategy: CCGs must involve the health and wellbeing board when preparing their commissioning plan or making revisions to their commissioning plans that they consider significant. In particular, they must give the HWB a draft of the plan and consult as to whether it considers the draft plan has taken proper account of the local JHWS.

In its annual report, the CCG has a statutory obligation to review the extent of its contribution to the delivery of any local JHWS to which it was required to have regard – in preparing this review the CCG must consult the relevant health and wellbeing board.

Success of a CCG will rely considerably on the support of the constituent practices and local profession, as well as the trust of patients and the public. Patients need to feel confident that commissioning decisions are based on sound clinical evidence and are free from vested interest. Likewise, the local profession will need to satisfy themselves that they are content with the process followed and decisions taken by their CCG on their behalf. Local accountability is therefore important.

### **NHS Commissioning Board**

The NHS Commissioning Board (NHSCB) will be responsible for ensuring an overall effective and comprehensive system of CCGs.

The NHSCB will support CCG's by providing guidance and tools to enable them to commission effectively. It will also pick up those services it would not be possible or appropriate for CCGs to commission – such as primary care services, although CCGs will play a key role in driving up the quality of primary medical care locally.

In undertaking its annual performance assessment of a CCG, the NHSCB must include an assessment of how well the CCG has met the duty to have regard to the relevant JSNA and JHWS. In conducting the performance assessment, the NHSCB must consult the health and wellbeing board as to its views on the CCGs contribution to the delivery of any JHWS to which it was required to have regard.

CCGs will be held to account for their decisions by the NHSCB against a Commissioning Outcomes Framework, which will ensure transparency and accountability for achieving quality and value for money.

### Substantial variation, consultation and Overview and Scrutiny Committees

NHS bodies are required to make arrangements to involve and consult patients in planning services, developing and considering proposals. In addition, NHS bodies are required to consult the relevant Overview and Scrutiny Committee (OSC) on any proposals for substantial variations or developments of health services. Where OSCs consider proposals to be substantial variation a 'formal consultation' will take place (12 weeks). There is no standard definition of "substantial", however the key feature relates to whether there is a major change to the patient experience of services. NHS organisations are encouraged to discuss proposals with OSCs at an early stage and establish whether a proposal is considered a substantial variation. Joint Overview and Scrutiny Committees (JOSCs) are established where proposals affect more than one OSC.

The Secretary of State has outlined four tests for service change in the Operating Framework 2010-11. All proposals for reconfiguration of services must demonstrate:

- support from GP commissioners;
- strengthened public and patient engagement;
- clarity on the clinical evidence base; and
- consistency with current and prospective patient choice.

All schemes need to meet these four criteria with the application of a "test of reasonableness".

- Reconfiguration should only happen on the basis of need and a sound clinical case for change
- The quality and safety of patient care should be central to any proposed change
- All proposals must clearly demonstrate how they contribute to the QIPP challenge for the NHS
- Service changes should be in line with the strategic service framework
- Commissioners should normally lead the preparation and consultation on service change proposals
- A senior clinical lead should be identified at the outset, and should have support to help them ensure that clinicians are involved in the development of proposals for change
- Boards are accountable for the formulation and delivery of proposals. They should actively champion proposals at every phase; development, consultation and delivery
- The lead organisation, usually the CCG, has overall accountability and responsibility for the service change and should take its own advice on legal matters relating to the specific service change scheme

Before embarking on the process, it is important to have a clear evidence-based communications and stakeholder engagement strategy (including with staff), which is managed and effectively delivered including putting the results of a consultation into the public domain following its conclusion. There must be effective communication processes in place to respond to and, where necessary correct, any misleading information which enters the public domain, to promote an effective understanding of the proposals for change

Early discussion with Overview and Scrutiny Committees regarding service change is recommended. The local authority retains the power of referral to the Secretary of State to ensure the effective provision of comprehensive health services.

A tool for checking progress

<b>Understanding of roles and responsibilities influences good working relationships and performance</b>	
<b>Indicators – working well</b>	<b>Indicators – not working well</b>
A clear understanding of roles, powers and responsibilities	Lack of distinction of roles and poor understanding of where boundaries lie
Governance documents are easy to understand and are reviewed regularly	Governance documents are out of date and do not support good understanding of roles and responsibilities
An atmosphere of trust, commitment, and open challenge has been developed.	Lack of understanding, engagement, or preparedness has created barriers
Partnership decisions are open to effective scrutiny	Underdeveloped arrangements for scrutiny of partnerships decisions
Shared responsibility and the principal of 'equality round the table'	Lack of respect for each others roles
Common goals to deliver outcomes	Focus diverted away from achieving outcomes
<b>Behaviour and conduct influence good working relationships and performance</b>	
<b>Indicators – working well</b>	<b>Indicators – not working well</b>
Culture of trust and respect	Mistrust and lack of respect
Commitment to agreed priorities	Relationships too close and decisions made without proper challenge or debate
Prepared to listen to reservations and seek to resolve them	Failure to review and revise ways of working based on sticking points.
Acting consistently within agreed strategic direction	No clear definition of what success will look like and outcomes to be delivered
Partners have the capacity to be fully engaged	Failure to use all skills, knowledge, access to resources of partner groups
Recognition of the value each group brings (through referral, consultation, debate)	Lack of understanding and respect for other partners' points of view, cultures and structures.
Honesty between all partners, based on sharing, rather than withholding information	
<b>The provision of guidance, information and support influences good working relationships and performance</b>	

Indicators – working well	Indicators – not working well
Recognition of the benefit of developing knowledge and skills and individuals feel well supported by training and guidance	Poor briefing material, information to support decision taking and accountability
Consistent, clear communication, consciously avoiding language which may be specific to individual professions or organisations	Use of organisational and professional jargon
Seeking out examples of good practice, and sharing research.	Insular approach with poor networking
Partners are happy about the accuracy, regularity and timeliness of the information	Weak alignment between partnership and corporate plans, targets and delivery
Expertise is used to collect the views of service users actively, systematically, and imaginatively	Lack of robust user engagement and poor use of service user feedback
information about the way service users and carers feel is collected through everyday service delivery and reported back automatically	limited opportunities or willingness to challenge the performance of partners or give feedback on performance
Arrangements are in place for communications between meetings	Lack of monitoring or evaluation of the effectiveness and impact of partnership
Partnership is supported by an agreed work programme and / or action plan showing who will do what, by when	Poor performance management and lack of ways of dealing with non-performance
Activities effectively support delivery of the desired outcomes	limited use of impact or outcome measures, progress monitoring and reporting tends to focus on input and activity targets rather than outcomes;

# Responsive Services and Customer Care Scrutiny Panel Policy Review 2012/13: Domestic Violence

## Final Report

### TABLE OF CONTENTS

Foreword.....	page 2
1. Purpose of the Report.....	page 3
2. Aim of the Policy Review.....	page 3
3. Terms of Reference .....	page 3
4. Membership of the Scrutiny Panel .....	page 3
5. Methods of Investigation .....	page 3
6. Findings of the Scrutiny Panel .....	page 4
7. Setting the Scene.....	page 4
8. Tackling Domestic Violence .....	page 6
9. Reporting and Conviction Rates .....	page 8
10. Attitudes and Awareness to Domestic Violence.....	page 10
11. Accessing Services and Support .....	page 12
12. Conclusions .....	page 17
13. Recommendations .....	page 18
14. Acknowledgements.....	page 18
15. Background Papers.....	page 19
Appendix 1. ....	page 20



## FOREWORD



I am pleased to present the findings and recommendations of the Responsive Services and Customer Care Scrutiny Panel's second policy review of the 2012/13 municipal year, which looked at the issue of domestic violence in Sunderland.

The Panel was keen to look at how domestic violence is being tackled in the city, given the significant social and economic effects of this often hidden crime. Domestic violence can have catastrophic consequences for victims and their families and the complex issues involved in can make it a difficult crime to detect and gain a conviction. Despite tremendous progress in changing attitudes, awareness and behaviour, it remains largely hidden from view and is thought to affect one in four women and one in six men.

The Panel considered the role of the Safer Sunderland Partnership in reducing domestic violence and was pleased to find that in the main there is a genuine partnership approach to collaborating and sharing information to reduce future harm to victims and secure convictions against perpetrators. We believe that discussions about the way in which the approach to domestic violence is coordinated can only strengthen this further.

The prevention of domestic violence was continually highlighted throughout the review as being the only truly effective way in tackling this issue in the longer term, therefore the work carried out in schools to teach young people about healthy relationships is crucial.

Of course, when domestic violence does occur, frontline staff and ward councillors have a vital role to play in signposting victims to appropriate services to access help. We found that training and an effective information resource is required to assist us all in doing this.

The Safer Sunderland Partnership already has a comprehensive delivery plan in place to tackle domestic violence and many of the findings of the Panel in regard to prevention, information sharing and gaining a deeper understanding of the issues in Sunderland to inform future service delivery are already priorities for the Partnership over the coming years.

I would like to take this opportunity to thank everybody who contributed to a revealing policy review. In particular the Panel members; the Chair of the Safer Sunderland Partnership, the Northumbria Police and Crime Commissioner, domestic violence service providers, Northumbria Police, the Crown Prosecution Service and the officers who supported us in carrying out the review. I would however, like to give a special thank you to those women who spoke to us about their experiences of domestic violence, which gave us insight we would not otherwise have had.

**Councillor David Errington**  
**Lead Scrutiny Member for Responsive Services and Customer Care**

## **1. PURPOSE OF THE REPORT**

- 1.1 This report provides the findings, conclusions and recommendations of the Responsive Services and Customer Care Scrutiny Panel's Policy Review 2012/13: Domestic Violence.

## **2. AIM OF THE POLICY REVIEW**

- 2.1 To evaluate the approach to reducing the number of victims of domestic violence; through awareness raising, increasing the reporting and detection of domestic violence and supporting victims of domestic violence.

## **3. TERMS OF REFERENCE**

- 3.1 The agreed terms of reference for the review were:-
- (a) To understand the extent of domestic violence in Sunderland and the approaches being taken to tackle this issue;
  - (b) To measure the general success to date in regard to reducing domestic violence, with a particular focus on awareness raising and reporting and detection rates; and
  - (c) To examine how the Safer Sunderland Partnership, statutory bodies and other service providers in the city are supporting victims of domestic violence.

## **4. MEMBERSHIP OF THE SCRUTINY PANEL**

- 4.1 The membership of the Responsive Services and Customer Care Panel consisted of Councillors Errington (Lead Scrutiny Member), Curran, Gibson, Heron, Kay, Lawson, Richardson, Scott, Thompson and Wiper.

## **5. METHODS OF INVESTIGATION**

- 5.1 The following methods of investigation were used for the Review:
- (a) Desktop research;
  - (b) Evidence from service users
  - (c) Evidence from the Northumbria Police and Crime Commissioner
  - (d) Chair of the Safer Sunderland Partnership
  - (e) Evidence from domestic violence service providers;
  - (f) Evidence from the Northumbria Police;
  - (g) Evidence from the Crown Prosecution Service;
  - (h) Evidence from Sunderland PCT; and
  - (i) Evidence from officers of the City Council.

## 6. FINDINGS OF THE SCRUTINY PANEL

6.1 Sections seven to eleven outline in detail the findings of the Policy Review into Domestic Violence.

## 7. SETTING THE SCENE

7.1 Domestic violence is a largely hidden crime, which happens in all sections of society regardless of social group, ethnic background, age, disability, sexuality or religion. Domestic violence occurs in a range of relationships including heterosexual, gay, lesbian, bisexual and transgender relationships, and also within extended families.

7.2 In monetary terms, CAADA (Coordinated Action Against Domestic Violence) estimates domestic violence costs the tax payer approximately £3.9bn per year, with high risk abuse making up nearly £2.4bn. The wider costs include £1.3 billion to employers and £17 billion in human suffering.

7.3 In social terms, the long term effects of domestic violence, both physical and emotional to victims and their families can be harmful and even catastrophic. It is seen as one of the root causes of many other social problems including mental ill health, child abuse and neglect, substance misuse, homelessness, sexual exploitation, adolescents displaying violent behaviour as well as the ultimate issue of increased homicides. Often where a family is experiencing domestic violence it will often display a range of other complex needs.

7.4 In real terms, CAADA states that:-

- 1 in 4 women and 1 in 6 men will experience domestic violence in their lifetime
- 2 women every week are murdered in England and Wales by a current or former partner
- The police receive a domestic violence call every minute in the UK
- 54 per cent of female victims of serious sexual assault were assaulted by their partner or ex-partner
- 76 per cent of all domestic violence incidents are repeat incidents
- Victims of domestic violence are more likely to experience repeat victimisation than victims of any other types of crime
- Women experience an average of 35 incidents of domestic violence before reporting an incident to the police

7.5 CAADA also reports that the majority of victims are women aged 21 to 40 with young children. On average victims are in a relationship for five years before seeking and finding help. Three quarters of victims experience multiple types of abuse and 70 per cent experience at least one form of severe abuse such as strangulation, rape or threats to kill.

7.6 Starkly, evidence also suggests that when there are children in the household, the majority witness the violence, and in 80 per cent of cases, they are in the same room or in the next room. In about half of all domestic violence situations, the children are also subjected to abuse themselves.

### **National Context**

7.7 The Call to End Violence Against Women and Girls action plan was published by Government in 2011 and supports the overarching *Call to End Violence Against Women*

*and Girls* strategy published in 2010. The plan sets out key objectives and actions cutting across governmental departments and is based around the following key principles:

- (i) Preventing violence against women and girls from happening in the first place by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it;
- (ii) Providing adequate levels of support where domestic violence occurs;
- (iii) Working in partnership to obtain the best outcomes for victims and their families; and
- (iv) Taking action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought justice.

7.8 From March 2013, following extensive consultation; the Government will widen its definition of domestic violence to include:

“Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality”.

7.9 This can encompass, but is not limited to, the following types of abuse:-

- Psychological;
- Physical;
- Sexual;
- Financial; and
- Emotional.

### **Local Context**

7.10 Northumbria Police recorded 5,980 domestic violence incidents in 2012 in Sunderland compared to 6,092 the previous year. Repeat victims fell from 2034 to 1668 in 2012 (366 fewer victims – an 18% fall) and the percentage of incidents that results in arrest increased from 25 per cent to 29 per cent.

7.11 The Safer Sunderland Partnership (SSP) has two high level priorities:

- Reducing crime and disorder and improving feelings of safety
- Preventing and reducing harm to our most vulnerable people and places.

The Board agreed eight key work areas to focus upon within these priorities for 2013/2014 including domestic violence and other violent crime. Improvement activities that support the priorities for the city are detailed within the Safer Sunderland Partnership Delivery Plan. Within the structure of the SSP, the Sunderland Domestic Violence Partnership meets to drive strategic change and promote best practice in tackling domestic violence.

## **8. TACKLING DOMESTIC VIOLENCE**

### ***Council Resources***

- 8.1 Sections nine and eleven of this report highlight the services and approaches in place to address issues of domestic violence in the city. It was reported to the Panel that the Council has consistently prioritised domestic violence, demonstrated in the fact that there have been no domestic violence homicides in the city for many years (homicide of a partner or spouse).
- 8.2 The Council plays a key frontline role in tackling domestic violence, both in terms of safeguarding vulnerable children and adults, providing housing advice and guidance, and working with victims of domestic violence through the Anti Social Behaviour Team. It also contributes funding towards domestic violence services in the city. In terms of the strategic delivery of domestic violence, the Panel was informed that in 2011 a specific Policy and Strategy team was created within the Office of the Chief Executive to lead policy and strategy development around a range of areas including Children, Adults and Families, Communities and Equalities, Health and Wellbeing and Community Safety. This People and Neighbourhoods Policy team is part of the wider Strategy, Policy and Performance Management (SPPM) service. This was one part of many changes to the Council's structures to cope with the significant reductions to its budget.
- 8.3 The service adopts an approach where staff resources and expertise can be utilised from across the service to undertake work where required. In relation to domestic violence, a Principal Policy Officer works predominantly on domestic violence policy and for the purposes of the Safer Sunderland Partnership and Council acts as a single point of contact for domestic violence development work and general queries. Other officers also lead on work in relation to Domestic violence Homicide Reviews, and have supported specific domestic violence marketing and communications work. In this way, the wider resources of the SPPM service can be utilised.
- 8.4 The Panel recognised the necessity of adapting the Council's structures to streamline and improve services, particularly at the current time. It did however consider it important that in doing so, the Council maintains a dialogue with partners to address any potential issues as they arise and work together to create solutions.

### ***Community Safety Funding Arrangements***

- 8.5 The Police and Crime Commissioner now controls a one year Community Safety Fund of around £2.8 million for the Northumbria area. This fund is made up of a number of previous sources of funding. The funding, which is around 80% of the 2012/13 levels, will be passported back to Sunderland as follows:
- £100,800 Community Safety Partnership Funding
  - £185,680 Drug Intervention Programme
  - £42,247 Young People's Substance Misuse Grant
  - £30,000 Youth Offending Service
- 8.6 The Commissioner indicated that these funds have been reduced by the Home Office for 2013/14 by around 17 per cent from current year levels and there is an intention to top slice a sum across the force area which will in effect mean a 20 per cent reduction on funding from 2012/13 levels. The Commissioner is keen to passport the bulk of the

funding to Community Safety Partnerships to meet priorities. In addition the Commissioner is asking for proposals on what the Safer Sunderland Partnership would like to fund. The ring fence on this funding from the Home Office will be removed in 12 months and thereafter be subsumed into the main policing grant therefore any allocations will be at the discretion of the Commissioner from 2014/15 onwards.

### **Northumbria Police and Crime Commissioner's Police and Crime Plan**

- 8.7 The Commissioner must publish a five year Crime and Policing Plan by April 2013. This Plan will contain national Policing objectives set by the Home Secretary for all Forces together with local priorities set by the Commissioner. These priorities must have regard to local Community Safety Partnership priorities and vice versa.
- 8.8 A number of draft priorities have been set out for the Police and Crime Plan, one of which is Domestic violence and Sexual Abuse, the detail of the intentions are given as follows:-
- As Northumbria's Commissioner, I will take an active personal lead on this issue
  - Within my first year of office I will develop an integrated strategy on all aspects of violence against women and girls and will also ensure that the minority of victims who are men suffering from these crime are equally supported
  - Police will do all they can to make reporting of domestic and sexual abuse as straightforward as possible. All frontline and specialist officers will have training led by survivors;
  - Police will listen to victims and take action to support them and to help make them safe, even when no crime has been committed or when no prosecution is wanted. This will include offering to connect them with a local independent specialist support group;
  - Offer an experienced Independent Domestic/Sexual Violence Adviser as a supporter and advocate to each high risk complainant;
  - All incidents of domestic and sexual abuse and violence will be investigated. Police systems will ensure that repeat victims and perpetrators are identified and response officers are fully informed of the history; and
  - Work with the public and other authorities to make early intervention the norm and to change attitudes and behaviour.
  - Pilot preventative projects to promote active monitoring of perpetrators
- 8.9 The Plan contains a pledge to appoint a person to lead on Domestic Violence and Sexual Abuse within the first year. The Commissioner stated she is the best person to lead on this and give it the high profile it needed. She informed the Panel that she would also be joining the Police and Crime Commissioners from Durham and Cleveland in a joint approach to this issue ensuring that best practice and success stories can be shared region wide.
- 8.10 The Commissioner also gave her views that joint working across the Northumbria Force area and the sharing of best practice would be vital to making further progress in a range of community safety issues including domestic violence. In the future this could mean

that where appropriate, community safety partnerships are actively encouraged to undertake delivery of services jointly in order to maximise the funding available.

## **9. REPORTING AND CONVICTION RATES**

### ***Reporting of Domestic Violence Incidents***

- 9.1 As referred to in section seven of this report, the number of domestic violence incidents in 2012 fell slightly from the previous year. As is widely reported, domestic violence is a largely hidden crime therefore the Panel was cautious about what the reduction in reporting actually revealed, as it viewed domestic violence as one of the only crimes (alongside hate crime and sexual abuse) in which reports should rise year on year. This would indicate increased awareness of domestic violence and an increased public confidence in contacting the Police.
- 9.2 It was however made clear to the Panel throughout the evidence gathering that domestic violence is taken very seriously by the Safer Sunderland Partnership, Police and Crime Commissioner and Northumbria Police in terms of encouraging the reporting of domestic violence. Both within the Protecting Vulnerable People Team and at a Neighbourhood Policing Level it was reported that front-line officers are fully supported by senior officers to systematically record and investigate domestic violence offences/incidents.

### ***Assessing Risk***

- 9.3 When a domestic violence incident is reported a police officer(s) completes a risk assessment form which is used to categorise the victim as standard, medium or high risk. This rating system decides what course of action will be taken.
- 9.4 A score of 14 and above is seen as a high risk case; a safety plan is drawn up and might include the need to re-house the victim and instigate a restraining order for the perpetrator. Each high risk case is discussed at a Multi Agency Risk Assessment Conference (MARAC), nationally regarded as best practice in addressing high risk cases of domestic violence. A MARAC allows agencies including the Police, Children Services, Access to Housing, Probation, Health, Education (where relevant) and the Independent Domestic Violence Advisor (IDVA) service to identify the very high risk domestic violence cases and for the identified risk to be managed through a multi-agency forum. Representatives of other statutory or voluntary agencies may also be invited to the meeting depending on whether those agencies have (or may have) any specific involvement with any of the subjects, for example the Youth Offending Service, Community Psychiatric Nurse, Housing Providers and the NSPCC. Multi-Agency Risk Assessment Conferences provided safety plans for 317 high risk domestic violence victims and 507 children. Repeat victimisation for this group is currently 22% (in 2012/13 up to 09.01.2013)
- 9.5 Those cases deemed to be medium or standard risk are now referred to the Community Policing Team for ongoing monitoring. Once assessed, victims are screened to the Neighbourhood Policing Team Inspector who allocates an officer to visit the victim and develop a safety plan. As with high risk cases this may include discussions around housing, the bail conditions of the perpetrator, any forms of Protective Legislation that can be put in place (Non-Molestation Orders etc), and practical safety measures.
- 9.6 Whilst the Panel was pleased that all high risk victims would continue to be allocated an IDVA under the Police and Crime Plan, it commented that lower risk victims do not have

this level of support. The Commissioner informed the Panel that ideally the same level of support would be given to all victims however this was not feasible given the continued budget reductions to public services. One way in which a difference would be made is through improvements to the training of frontline staff in identifying and responding to signs of domestic violence. Victims will be signposted and also accompanied to support organisations by officers.

### ***Domestic Violence Convictions***

- 9.7 The Crown Prosecution Service (CPS) is responsible for prosecuting perpetrators of domestic violence; deciding whether a suspect should be charged by considering whether there is a realistic prospect of conviction beyond reasonable doubt.
- 9.8 Gaining sufficient evidence in domestic violence cases can be difficult to achieve as often the violence has taken place behind closed doors.
- 9.9 Perpetrators of domestic violence appear before the Sunderland Domestic Violence Court (SDVC), held one morning per week at the Magistrates Court. This provides a specialised multi agency approach to domestic violence cases, with involvement from the police, prosecutor, magistrates, court staff, probation and witness support, who have all undertaken specialised training to deal with domestic violence cases. An Independent Domestic violence Advisor (IDVA) is also appointed to support the victim.
- 9.10 The IDVA service in Sunderland is partially funded by the Safer Sunderland Partnership at a cost of £40,000, along with a contribution from Wearside Women in Need (WWIN) and works with people who are assessed to be at high risk of harm from domestic violence. The IDVA works with victims to explore and identify risks, and developing a care package of services to implement a safety plan. The IDVA also supports victims of domestic violence through any police investigations and subsequent court hearings in relation to the abuse. This service supported 274 domestic violence victims in 2011/12.
- 9.11 The Commissioner reported that in her view the IDVA should be that of a 'befriender' as well as having a thorough understanding of public agencies to act as a liaison between the victim, the police and the court, and provide support and advice around a whole host of issues such as housing, childcare and benefits. Assurances were given to the Panel by the Police and Crime Commissioner that the funding for the IDVA service had been secured as it was deemed to be crucial that victims get such support straight away.
- 9.12 The Panel learned that demand for the IDVA service was generally high therefore other agencies will often step in and provide similar levels of support to victims. For example, Gentoo provide support to its tenants and Victim Support will provide support to victims when the IDVA service was at capacity. Victim Support will generally withdraw support and close the case when the IDVA service is available to a victim and Gentoo works with its tenants, leaving the IDVA service to work with non-tenants. Both of these methods ensure there is no duplication of service. The Panel believed this demonstrated a willingness among agencies to work together to provide the best service for victims.
- 9.13 Members of the SDVC hold bi-monthly multi-agency meetings which identify, track and risk assess domestic violence cases. The Panel was informed that these meetings are also a way of working with the IDVA to support the victim to ensure that they remain engaged with the criminal justice system throughout the process. This way of working also increases the likelihood of a conviction which will lead to the perpetrator receiving a



sentence which will protect the victim and any children and reduce the likelihood of re-offending

- 9.14 Despite the extensive measures in place to encourage victims, the drop off rate is around 25-30%. The Panel was concerned at this high number but all of the evidence it gathered suggests that conviction rates will remain low due to the highly complex personal circumstances affecting victims and the pressures they face in giving evidence against a perpetrator. The Panel fully supported the SDVC approach in maximising the likelihood of a conviction, but also as a means of encouraging victims of domestic violence to come forward by ensuring they have a positive experience of the process.
- 9.15 The group of women the Panel spoke with stated that experiences of the court process had been largely positive. The discussion centred around the IDVA Service and also support from WWIN, without which many of the women felt they would not have been able to give evidence in court as it gave them the '*courage to go through with it*'.

### **Information Sharing**

- 9.16 The evidence the Panel gathered indicated that on the whole there was excellent partnership working and a good level of information as demonstrated through the MARAC and SDVC processes; however it was reported by the witnesses the Panel took evidence from that it can be particularly difficult to get some health services to co-operate in information sharing.
- 9.17 To address this issue the Safer Sunderland Partnership are now working with City Hospitals and other health services to establish what data is required and how this can be shared more effectively. The Panel deemed this an area in which progress must be made, due to the very obvious benefits effective information sharing can bring in managing the risk posed to victims and reducing domestic violence overall.

## **10. AWARENESS AND ATTITUDES TO DOMESTIC VIOLENCE**

- 10.1 Domestic violence is often an unseen and under reported crime and people are reluctant to talk about it and discuss it openly. The Panel believed that talking about the issues and raising awareness to be the only way in which it can be effectively tackled. Great progress has been made over the years but a stigma and shame remains attached to being a victim.
- 10.2 The Panel was concerned that as frontline councillors, issues of domestic violence in wards are not routinely raised. For example, victims did not present at ward surgeries and crime figures relating to domestic violence were not presented alongside other crime statistics at local community meetings or Area Committee meetings. It was reported that Northumbria Police were currently looking at this with the Council and that this was potentially an action that could be included as part of the Safer Sunderland Partnership Delivery Plan.

### **Prevention**

- 10.3 The continued difficulties in encouraging victims to report domestic violence and carry the complaint through the court process to secure a conviction, emphasised the need for the city to increase the work it does with young people and adults regarding healthy relationships to reduce those subject to domestic violence. This was echoed by the Police and Crime Commissioner, who is particularly interested in looking at how to

engage schools in influencing the next generation to change attitudes to domestic violence.

- 10.4 None of the women the Panel spoke to as part of the small focus group had been given any information on healthy relationships and all strongly felt it was a gap, the focus being too much on teenage pregnancy. There was a view that work should begin with children at primary school age.
- 10.5 The Panel understood that an offer of core topics including healthy relationships was now available to schools through Personal, Social and Health Education (PHSE) and Sex and Relationships Education (SRE) lessons. It is up to the individual school as to how much of this they provide but more of this work is now being undertaken with children and young people.
- 10.6 As part of improvement activity within the Safer Sunderland Partnership Delivery Plan, pupils at Farrington Community Sports College were recently supported to develop a film called "I have the right: against abuse in teenage relationship". Work is continuing on developing a learning resource pack and teaching aids to accompany the film which will be suitable for school and other youth settings. There are plans to roll the resource out over 2013. The Panel expressed its appreciation of this resource and emphasised the importance of rolling out the resource as widely as possible to young peoples services, as well as considering how agencies can engage further with school to raise awareness amongst young people.

### ***Northumbria Police Training***

- 10.7 A new domestic violence package is currently being rolled out across the Northumbria force. All new PCs and PCSOs receive this training as standard. There is also domestic violence training included in the initial induction.
- 10.8 The Panel was also informed that all PCs and PCSOs receive training when amendments are made to legislation and guidance. The training is delivered by police trainers and training packages are developed in conjunction with 'subject matter experts' from the Protecting Vulnerable People team. Uniformed officers can also be attached to the Domestic violence/Rape team to broaden their experience. General on-going training in domestic violence would be addressed during the training cycle, whereby all PCs and PCSOs receive training every five weeks on different subject matters.
- 10.9 It was also reported that front line officers need more training in domestic violence as, whilst many officers understand that positive action should be taken at domestic violence incidents, there continue to be investigative failings.
- 10.10 The Panel agreed that if domestic violence is not dealt with properly by the Police, the ramifications for the victim involved could be serious or even fatal and concluded that the ongoing and regular training of police officers was crucial, particularly in light of the change to the definition of domestic violence. The Panel noted that this had clearly already been recognised as an issue by the Police and Crime Commissioner and supported her intention for frontline officers to be better trained to deal with issues of domestic violence.

## **11. ACCESSING SERVICES AND SUPPORT**

### ***Services for Domestic Violence Victims***

11.1 As well as the services provided by Northumbria Police and the CPS through the SDVC and MARAC, a range of services are available:-

#### **(1) Domestic Violence Refuge Accommodation**

The city's largest provider of domestic violence services, Wearside Women in Need (WWIN) invited the Panel to visit one of its refuges, which it was very impressed with.

There are currently three refuges based across the City, in the Coalfields, Washington and East areas. This supported accommodation provides a safe place of refuge and intensive support for women and children fleeing domestic violence. This accommodation is funded by the Council, through the Housing Related Support Budget, at a cost of £483,620.00.

The Panel was impressed with the living spaces at the refuge for women and their children, provision for disabled people, and the relaxed environment and the sense of community within the centre. Further detail can be found at **Appendix 1**.

#### **(2) Children's Services**

In terms of Safeguarding Children, the number of reports made to Children's Safeguarding Services by the Police in relation to domestic violence incidents was 4,779 over the course of 2011/12. The Panel learned that over 80 per cent of these do not lead to a Child Protection enquiry, although they add to the history of the family's case which can contribute to a case being escalated at a later date.

As part of the Troubled Families Programme, the Government's set criteria includes anti social behaviour, school issues and unemployment. The fourth criteria can be used to prioritise families who meet only two out of the three of the government criteria. The Sunderland Strengthening Families Board decided to include a measure of domestic violence as part of the local fourth criteria. The Police and Crime Commissioner supported this as being an ideal vehicle to tackling domestic violence within families.

#### **(3) Home Security and Sanctuary Scheme (HSSS)**

This scheme is funded by the Safer Sunderland Partnership and provides information and security improvements to the homes of high risk domestic violence victims, including lock changes, window alarms and in the most severe cases; a safe room.

#### **(4) Domestic violence 24 Hour Helpline**

This 24 hour helpline (0800 066 5555) is run solely by volunteers from Wearside Women In Need. Victims of domestic violence can use this number to gain support, information and advice about domestic violence and how to get help.

#### **(5) Perpetrator Work**

Northumbria Probation Service runs two programmes for perpetrators including a group work course and a Solo programme. Perpetrators are subject to a community order by the magistrates which includes mandatory attendance.

In a previous policy review undertaken the Panel had learnt about the negative aspect to short custodial sentences generally, in that sentences under twelve months were not subject to any community supervision or requirements to undertake training and rehabilitation upon release. It therefore agreed with the CPS that whilst perpetrators of domestic violence should be punished for their crime, a community order or suspended sentence is often more appropriate as there is a requirement to undertake the perpetrators programme which is a commitment of up to 18 months of groupwork on a weekly basis.

Wearside Women In Need (WWIN) also runs the Head Programme which perpetrators can self refer to and Impact Family Services runs a programme in South Tyneside which accepts Sunderland residents. Perpetrators who are involved with the family courts for contact with their children and there has been domestic violence will be made subject to a Contact Activity Order by the Judge/Magistrate to attend the Perpetrator Programme. The programme runs for 34 weeks in total.

## **(6) Access to Housing Team**

One of the main causes of homelessness is domestic violence. The Council's Access to Housing Service offers support to families who have experienced domestic violence to prevent the family from becoming homeless. The Supported Housing Gateway carries out an assessment of needs and ensures that the appropriate support pathway is put in place. Since April 2012, the team has made 55 referrals to Wearside Women in Need.

In addition to the specialised services listed above, a significant contribution is made by the Council through our frontline social care services.

## **(7) Victim Support**

Victim Support offers a free and confidential service to people who have experienced a crime and to their friends and family including:-

- Information
- Practical help
- Advocacy
- Emotional support

A gender sensitive service is offered. Once contact is made, confidentiality is explained and a needs assessment is completed. This looks at emotional support, practical help and security information.

Support is provided by a trained volunteer or staff member who will:-

- Signpost to other services such as Wearside Women in Need;
- Make the appropriate referrals to other agencies, for example a safeguarding referral, IDVA service or MARAC;
- Commission appropriate services;
- Provide safety planning informed by identified risks; and
- Develop victims to deal with a crisis, remain safe within a relationship and safe where the victim wants to leave/has left the relationship.

## **(8) Gentoo**

Gentoo have three full time Victim Support Officers who are dedicated to providing support to victims of anti-social behaviour. Approximately 50 per cent of their caseload relates to domestic violence cases.

Over the last two years, the team have supported over 100 victims of domestic violence. In terms of improving feelings of safety, only 14 per cent of customers felt very or fairly safe at the point of accessing the service in comparison to over 80 per cent at the point of exit.

The nature of the support offered to victims of domestic violence will be tailored to the individual's requirements. Typical support measures include:-

- Providing customers with a range of information and advice about their options so they can make an informed choice.
- Providing additional property security measures such as house alarms, window locks, door locks etc...
- Regular contact with the customer at a venue determined by the customer i.e. where they feel safe.
- If the case is going to court, Gentoo's Support Officers can arrange for the customer to visit the court prior to the court date so they are familiar with the surroundings/environment.
- Use of agreed code language when telephone contact is made so the customer can communicate in a safe environment and aren't put at further risk.
- The Officers will accompany the customer to court if requested.
- Where required, the team will assist in providing practical help such as arranging transport to and from court, facilitating child care etc...

The Panel also noted the Causes for Concern programme as an area of good practice. This identifies potential victims of domestic violence at an early stage by giving staff the appropriate training to recognise repairs of a specific nature, such as bathroom door locks, broken windows, damaged internal doors etc which may be indicators of domestic violence. If three repairs requests are made within 12 months the Support and Safeguarding team investigate in respect of domestic violence.

## **(9) Impact Family Services**

Impact offer a range of services to families in which domestic violence may be a factor. Child Contact Centres are used in some cases where there has been domestic violence and mum wanted to promote contact, or the families courts were ordering contact between dad/child. For higher risk cases, for example, where CAFCASS (Child and Family Court and Advisory Support Service) and/or family courts are involved it offers supervised contact. A Support Worker works with women who are using the child contact centres when domestic violence has been an issue and need additional support.

Impact also run a Perpetrator Programme in South Tyneside (accepting men from Sunderland) where they are going through the family courts for contact with their children. The Judge or Magistrate will make a Contact Activity Order for the perpetrator to attend the Perpetrator Programme.

A family mediation service acts as an impartial third party that help parents discuss arrangements for children post separation. In cases of domestic violence this would only go ahead if both parents wanted contact and the mediator felt that neither party was being coerced

into attending or making agreements (both parents are seen separately before a decision about mediation is taken).

Finally, a national pilot is currently being undertaken with Respect. This is an early intervention programme for young people aged between 11-14 years old who are showing signs of being violent within the family home. The pilot will commence in February 2013 and run to September 2015. The Panel highlighted this as a good opportunity to promote preventative work with young people.

11.2 Full details of services 7, 8 and 9 provided can be found at **Appendix 1**.

### ***Experiences of Service Users***

11.3 The Panel wanted to understand how easy it was for victims of domestic violence to access services, and was given the opportunity to speak with staff and residents at the Wearside Women in Need (WWIN) refuge. It should be noted these were all women and therefore the views of male victims are not reflected.

11.4 In the main the women it spoke to were unaware of the services in the city before accessing the refuge; in the majority of cases agencies such as the Police and Children's Services had made the referral or signposted to WWIN.

11.5 The Panel learned that experiences of professionals' attitudes to domestic violence could be 'patchy', although attitudes have changed significantly over the years. WWIN stated this was, in part, due to the enormous amount of training that had been carried out within the Council, City Hospitals and Northumbria Police over the years. Once again, reductions to public funding may cause training to be scaled back among those frontline services, and as staff leave there is a real risk the organisational 'memory' of dealing with domestic violence will be reduced.

11.6 Differences in the level of assistance and signposting from individual police officers and other frontline agencies were continually highlighted. Where a victim is assessed as high risk and subject to MARAC, a high level of support is provided and signposting, advice and regular follow up contact is good. Where victims are assessed as being of medium or standard risk this appears to be less so. One victim hadn't received any advice, guidance or support from the Police or health workers and hadn't known where she could go upon leaving hospital, which had been a frightening experience for her. Her parents had eventually found the telephone number for WWIN and gained help.

11.7 Throughout the review, BME victims of domestic violence were highlighted as often having different, more complex support needs. Language can often be a major barrier to victims understanding how and where they can access help and victims may not leave the family home very often. Where victims do seek help to leave a violent partner, they can be shunned by their families and the wider community; therefore ongoing support may be required. The Panel was unable to explore this issue in the detail needed, but deemed it important that it be given consideration by the Safer Sunderland Partnership.

11.8 The Panel believed that there should be better, more consistent signposting for all victims of domestic violence to the appropriate services and that this should be done as a matter of course by staff working in frontline services such as the Police and across the Council and other partners. Councillors should also be aware of the issues and promote them by discussing them openly and knowing where to signpost people who need advice and guidance.

## **Health Needs Assessment**

- 11.9 In 2012, Sunderland Teaching Primary Care Trust commissioned a health needs assessment to explore the issue of domestic violence in Sunderland. The broad aims of the needs assessment were agreed at a meeting of the Sunderland Domestic violence Partnership in October 2012.
- 11.10 The aims of the needs assessment were to:
- Identify the scale of DV in Sunderland, including profiling characteristics of victims;
  - Describe existing services currently provided for victims (and their families);
  - Map need against existing service provision for victims and affected children to develop an understanding of gaps in provision in Sunderland;
  - Consider areas where a business case may be made to support service development to improve access to and quality of care for those affected by DV, and to work toward equity of access across the city;
  - Consider partnership working with regard to preventing and responding to DV and make recommendations, if appropriate, to improve multi-agency working
- 11.11 Police data was used to identify the amount of domestic violence in Sunderland. Around 6,000 incidents are reported to the Police each year, though it is estimated that between 11,600 and 15,600 people living in Sunderland have experienced domestic violence in the last year. It has been reported in all wards of the city, though some areas have higher rates than others. The health impacts of domestic violence on victims cover both physical and mental health, with effects ranging from injury to stress and anxiety as well as more severe psychological effects. Exposure to domestic violence can also impact on the health and wellbeing of children, negatively impacting on educational attainment and future risk taking behaviour.
- 11.12 The opinions of experts, from academia, service providers and commissioners, and the opinions and attitudes of service users and the wider public have also been explored. In addition, efforts were made to compare levels of need and provision in Sunderland to other areas.
- 11.13 Regrettably, the final findings of the needs assessment were unavailable to the Panel during its evidence gathering. There are plans in April 2013 for a group of key stakeholders to meet to discuss the findings and to shape and agree the recommendations. Once complete, the health needs assessment will be presented to appropriate boards within the Council and, where relevant, partner organisations. The Panel considered this a key opportunity to enhance the current understanding of domestic violence in Sunderland and utilise the findings and recommendations in future commissioning of domestic violence services.

## 12. CONCLUSIONS

- 12.1 The Scrutiny Panel has made a number of conclusions based on the evidence gathered throughout the review:-
- (a) Domestic violence has a major impact on society, both in monetary costs to the taxpayer and social costs to the victims and their families, as well as the wider community. The social stigma attached to becoming a victim of domestic violence and people's reluctance to talk about it slows progress in regard to awareness raising, reporting and conviction. The Panel concluded that there was no better place to start this dialogue than through local community forums;
  - (b) The Council has a key role in tackling domestic violence, both within frontline services and strategically. In recent years the Council has had to radically rethink the way in which it delivers all services. The Panel acknowledges the Council's efforts in working with partners to tackle domestic violence and recognises the necessity of changes to the way in which services are delivered. Maintaining an ongoing dialogue with partners about the way in which domestic violence is coordinated will be imperative in future service planning;
  - (c) An excellent level of partnership working and information sharing was identified by the Panel, particularly through the MARAC and SDVC mechanisms; however it identified some barriers in accessing information from health services. The Panel acknowledged this is currently being addressed through the Safer Sunderland Partnership Delivery Plan and health services in the city are now being engaged to improve this;
  - (d) Preventative work and raising awareness of domestic violence amongst young people at the earliest stages is key to reducing this issue over the longer term, something already recognised by the Safer Sunderland Partnership. It is therefore essential that work is undertaken in schools and youth groups. To this end, the learning resource developed from the recent work of the Safer Sunderland Partnership and pupils of Farringdon school should be utilised as widely as possible. Moreover, further ways to engage with schools should be considered to increase the quantity and quality of teaching around healthy relationships and issues of domestic violence.
  - (e) Many of the findings of the review concurred with the views of the Police and Crime Commissioner and the other agencies and services it received evidence from. This was particularly evident in the Panel's view that the ongoing training of police officers is essential in improving the support a victim receives in accessing services, something the Police and Crime Commissioner intends to commit to as part of the Police and Crime Plan. The Panel also noted that Councillors, other frontline staff working in the city and local residents should play an important role in this and believed that the Council website or other communication mechanisms could be a valuable resource in supporting them to effectively signpost to services.
  - (f) Due to the timescales involved in the Policy Review the Panel focused its attentions on female victims of domestic violence in the main. Domestic violence affects people across race, gender, and occurs in heterosexual and gay relationships. It also has a significant impact upon children. The outcome of the Health Needs Assessment being undertaken by the PCT looks at these issues in more detail and will prove a useful tool for the Council and the Safer Sunderland Partnership in understanding domestic violence in the city and mapping the services required across the city for use in future planning and delivery.



### **13. RECOMMENDATIONS**

13.1 The Scrutiny Panel has taken evidence from a variety of sources to assist in the formulation of a balanced range of recommendations. The Committee's key recommendations to the Cabinet are as outlined below:-

- (a) That the Council:-
- (a) Undertakes to work with partners to consider the way in which the approach to domestic violence is coordinated strategically across the city;
- (b) Considers how it can raise the awareness of frontline staff and ward councillors across the city to improve signposting to domestic violence services for victims;

That the Safer Sunderland Partnership:-

- (c) Reviews how domestic violence crime is reported to ward councillors and local people in community forums; and
- (d) Delivers the improvement activities detailed within the Safer Sunderland Partnership Delivery Plan within the specified timescales as follows:-
- (i) Improve information sharing between healthcare services and domestic violence providers by raising awareness of domestic violence amongst a range of health professionals and strengthening the linkages between health and domestic violence
- (ii) Engages with schools and young peoples services to improve young people's awareness of the warning signs around abuse in teenage relationships and the support available;
- (iii) Utilises the findings of the Health Needs Assessment undertaken by the PCT to enhance its understanding of domestic violence in the city, map current provision and inform future service planning and commissioning intentions, having particular regard to the needs of BME victims.

### **14. ACKNOWLEDGEMENTS**

14.1 The Scrutiny Panel is grateful to all those who have presented evidence during the course of our review. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

- Councillor Harry Trueman, Chair of the Safer Sunderland Partnership;
- Vera Baird QC, Northumbria Police and Crime Commissioner;
- DI Denise Clark, Northumbria Police;
- Jeanette Smith, Crown Prosecution Service;
- Michelle Meldrum, Gentoo;
- Steve Eagles, Impact Family Services
- Clare Phillipson, Wearside Women in Need

- Fiona McHale and Laura Rutter, Victim Support;
- Glen Wilson, NHS SOTW TPCT; and
- Kelly Henderson, Sunderland City Council.

## 15. BACKGROUND PAPERS

15.1 The following background papers were consulted or referred to in the preparation of this report:

A	Panel Agenda 5 July 2012	Available
B	Panel Agenda and Reports 14 January 2013	Available
C	Panel Agenda and Reports 13 February 2013	Available
D	Panel Agenda and Reports 18 February 2013	Available
E	Domestic Violence Refuge Site Visit 18 February 2013	Available
F	Panel Agenda and Reports 19 March 2013	Available
G	Panel Agenda and Reports 9 April 2013	Available
	Call to End Violence Against Women and Girls Action Plan (Home Office 2011)	<a href="https://www.gov.uk/government/publications/call-to-end-violence-against-women-and-girls-action-plan">https://www.gov.uk/government/publications/call-to-end-violence-against-women-and-girls-action-plan</a>
I	A Place of Greater Safety – (CAADA (Coordinated Action Against Domestic violence), 2012)	<a href="http://www.caada.org.uk/policy/A_Place_of_greater_safety.pdf">http://www.caada.org.uk/policy/A_Place_of_greater_safety.pdf</a>
J	Safer Sunderland Partnership Single Delivery Plan – Domestic Violence Delivery Network Priorities 2012/13	Available
K	Health Needs Assessment – Background (Sunderland Primary Care Trust)	Available

**Contact Officer:** Helen Lancaster - Scrutiny Coordinator  
Office of the Chief Executive – Scrutiny and Area Arrangements  
Telephone: 0191 561 1233  
Email: [helen.lancaster@sunderland.gov.uk](mailto:helen.lancaster@sunderland.gov.uk)

## Appendix 1

### WEAR SIDE WOMEN IN NEED (WWIN)

WWIN operate three refuges based across the City, in the Coalfield, Washington and East areas. This supported accommodation provides a safe place of refuge and intensive support for women and children fleeing domestic violence.

WWIN undertake an extensive level of work that had been undertaken within the community to ensure communities were comfortable with the refuges. This is an important element in improving the awareness and understanding of those residents in the local area and crucial to gaining acceptance.

Unlike other domestic violence refuges, WWIN are routed in the community and have an ethos of maintaining the support and contact with service users when they have moved on to accommodation of their own. The organisation don't 'close cases' and many families are still in contact with WWIN, often years later.

Not all service users will go to live in refuges, many do not wish to give up their homes and outreach work is undertaken by WWIN whereby service users are provided with support to deal with the issues they have as a result of domestic violence. Women are invited to participate in group sessions and undertake the Freedom Programme. This programme deals with male violence to women and children. One woman reported that this gave her a '*much wider understanding and perception of domestic violence*'.

WWIN also provides support to service users by accompanying them to appointments and the women felt this support was instrumental in them seeking the appropriate healthcare.

Refuges offer a safe and supportive environment in which women experiencing similar sorts of issues can talk about their experiences and make friends after often being isolated in previous relationships.

The refuge staff support women to gain access to education and employment. At the time of the visit the staff reported that:

- 12 were attending various Colleges
- 2 were completing Access Courses to gain entry to university;
- Several of the refuge's BME residents were completing ESOL (English for Speakers of Other Languages); and
- 2 were volunteering in local charity shops.

WWIN also arranges visits to the refuge from the Department of Work and Pensions and Job Linkage, and the women are also involved in art therapy, drama and working on the latest campaigns for domestic violence.

## **IMPACT FAMILY SERVICES**

Impact Family Services is a local charity that works with children and families around issues of family breakdown. There are two bases in Sunderland, the head office at 36 West Sunniside and a child contact centre, currently based at Pallion. It offers a range of services to support families where domestic violence is an issue.

### ***Child Contact Centres***

These are a safe venue for children to meet a parent they no longer live with. In some cases where there has been domestic violence the centre would be used if mum wanted to promote contact or the families courts were ordering contact between dad/child. For higher risk cases, for example, where CAFCASS and/or family courts are involved it offers supervised contact whereby the session would be closely monitored and a report prepared to send back to the referrer, which helps them to address risk. The child contact centres are for private law cases only.

### ***Women's Support Worker***

A Support Worker works with women who are using the child contact centres when domestic violence has been an issue and need additional support.

### ***Domestic violence Perpetrator Programme***

This runs in South Tyneside, but men from Sunderland are accepted, where they are going through the family courts for contact with their children and there has been domestic violence and CAFCASS are involved. The Judge or Magistrate will make a Contact Activity Order for the perpetrator to attend the South Tyneside Domestic violence Perpetrator Programme. The programme consists of 4 x one to one assessment, 4 x pre groupwork sessions; 6 x 4 week modules and 1 x 2 week module, totalling 34 weeks

### ***Family Mediation Service***

A family mediator acts as an impartial third party that help parents discuss arrangements for children post separation. In cases of domestic violence this would only go ahead if both parents wanted contact and the mediator felt that neither party was being coerced into attending or making agreements (both parents are seen separately before a decision about mediation is taken).

### ***Respect Young Peoples Programme***

This is a national pilot with Respect, an early intervention programme for young people aged between 11-14 years old who are showing signs of being violent within the family home. The pilot will commence in February 2013 and run to September 2015.

## **VICTIM SUPPORT**

### ***Approach to Supporting Victims of Domestic violence***

Victim Support offers a free and confidential service to people who have experienced a crime and to their friends and family including:-

- Information
- Practical help
- Advocacy
- Emotional support

### ***A Risk Led Approach to Supporting Victims of Domestic violence***

The CAADA-DASH (Coordinated Action Against Domestic violence - Domestic violence, Stalking and Harassment) risk identification checklist form is completed for all domestic violence referrals received. The support offered depends on risk level:

- Standard risk – a core service;
- High risk – support to victims where no specialist service is available or the available service is unable to provide a service due to oversubscription; and
- Very high risk – if there is no specialist service, we will offer a holding service until one is available or we will refer back to the original referrer

### ***Staff and Volunteer Training***

Staff and Volunteers receive training as follows:

- Core crime - training (four days) and accreditation
- Serious crime – further training and accreditation
- Domestic violence training – now CAADA accredited

Standard risk training is four days and high risk training consists of four days as per standard risk plus one day safety planning training

### ***Referrals***

Referrals are made to Victim Support from:-

- Northumbria Police;
- Self referrals;
- Other agency referrals; and the
- Initial contact from Victim Support: Victim Care Unit

### ***Needs assessment***

Victim Support offers a gender sensitive service. Once contact is made, confidentiality is explained and a needs assessment is completed. This looks at:-

- Emotional support
- Practical help
- Security

- Information

At this point the CAADA-DASH is completed.

### ***Service Delivery***

Support is provided by a trained volunteer or staff member who will:-

- Signpost to other services such as Wearside Women in Need;
- Make the appropriate referrals to other agencies, for example – safeguarding referral, IDVA (Independent Domestic violence Advisor/Advocate) service, MARAC (Multi Agency Risk Assessment Conference);
- Commission appropriate services;
- Provide safety planning informed by identified risks; and
- Develop victims in dealing with a crisis, safety when remaining in a relationship and safety where the victim wants to leave/has left the relationship.

Standard risk support is given in relation to needs identified. This will include contact by telephone or face to face. The risk is reviewed at every contact and CAADA-DASH reviewed at least every six to eight weeks. For high risk victims where there is no IDVA service available support is given in relation to needs identified as per standard risk. Additionally a CAADA Individual Safety and Support Plan is completed. For very high risk victims, a referral to MARAC and to an IDVA is made. If the IDVA service cannot meet demand of referrals, Victim Support offer a holding service.

DRAFT

## **GENTOO**

Gentoo are committed to delivering services and engaging in partnerships which will contribute towards preventing and minimising incidents of domestic violence in the City. Gentoo treat all reports of domestic violence as a category 1 case, which are the most serious cases of anti-social behaviour involving our team of specialist Community Safety resource.

Gentoo have a Domestic violence Policy. The aims are as follows:-

- Minimise and reduce incidents of domestic violence and raise awareness of Gentoo's 'no tolerance' approach to perpetrators.
- Support victims of domestic violence.
- Improve feelings of safety and security.
- Build effective partnerships.

It is important to recognise the impact of domestic violence on children and therefore Gentoo also have a Safeguarding Children Policy which links to the Domestic violence Policy and the wider Community Safety Strategy.

### ***Supporting Victims of Anti-Social Behaviour***

Gentoo have three full time Victim Support Officers who are dedicated to providing support to victims of anti-social behaviour. Approximately 50% of their caseload relates to domestic violence cases.

Over the last 2 years, the team have supported over 100 victims of domestic violence. In terms of improving feelings of safety, only 14% of customers felt very or fairly safe at the point of accessing the service in comparison to over 80% at the point of exit.

The nature of the support offered to victims of domestic violence will be tailored to the individual's requirements. Typical support measures include:-

- Providing customers with a range of information and advice about their options so they can make an informed choice.
- Providing additional property security measures such as house alarms, window locks, door locks etc...
- Regular contact with the customer at a venue determined by the customer i.e. where they feel safe.
- If the case is going to court, Gentoo's Support Officers can arrange for the customer to visit the court prior to the court date so they are familiar with the surroundings/environment.
- Use of agreed code language when telephone contact is made so the customer can communicate in a safe environment and aren't put at further risk.
- The Officers will accompany the customer to court if requested.
- Where required, the team will assist in providing practical help such as arranging transport to and from court, facilitating child care etc...

### ***Supporting Perpetrators of Anti-Social Behaviour***

In addition, Gentoo have two full time Positive Engagement Officers who deal with perpetrators of anti-social behaviour including domestic violence.

The team work with specialist organisations when dealing with domestic violence cases, in particular, Wearside Women in Need who provide services to both victims and perpetrators of domestic violence.

### ***Enforcement Officers***

Gentoo have six dedicated Community Safety Enforcement Officers who will deal with any tenancy enforcement matters arising from a domestic violence incident.

### ***Partnerships***

Gentoo work in partnership with others in the City to address the issue of domestic violence. Key partnerships including:-

- **Safer Sunderland Partnership**

Gentoo are part of the Safer Sunderland Partnership and attend all relevant forums in relation to this. They are committed to working with others to deliver the longer term aims of the Safer Sunderland Strategy 2008-23, one of which is “levels of repeat incidents of domestic violence will be at their lowest levels”.

- **Wearside Women in Need (WWIN)**

Gentoo work in partnership with WWIN to ensure the best outcomes are achieved for the customer. The agencies also work together in relation to supporting perpetrators where appropriate.

WWIN were involved in Gentoo’s review of their Domestic violence policy and the two agencies worked together to produce innovative lip salves which provide victims with easy access to a helpline number which is embedded in the bar code.

Gentoo staff carry out drop-ins at WWIN’s refuges across the City providing housing advice and low level support.

- **Multi-Agency Risk Assessment Conferences (MARAC’s)**

MARACs are part of a coordinated community response to dealing with domestic violence and involve key agencies coming together to share information. Gentoo are a core member of MARAC and provide information and intelligence to assist with determining the appropriate course of action with these cases.

- **Sunderland Safeguarding Children & Adults Boards**

Gentoo are represented on both Boards and many of the sub-committees. Domestic violence is a significant factor in relation to having a negative impact on a child’s emotional and physical wellbeing so joining up the approaches to domestic violence and safeguarding is key to ensuring successful outcomes.

### ***Cause for Concern***

This is an approach aimed at identifying potential victims of domestic violence at an early state. Gentoo’s call centre staff are trained to recognise repairs of a specific nature, such as bathroom



door locks, broken windows, damaged internal doors etc... which may trigger concern in relation to domestic violence.

If three repairs of this nature are identified within a 12 month period, a 'cause for concern' referral is made to Gentoo's Support and Safeguarding team. They will then investigate whether or not the household is known to us or other partners in respect of domestic violence.

Further actions and approaches will depend on the findings of their research. If there are no current interventions, the team will attempt to make contact in some generic guise to form a relationship with the residents and further their understanding of the situation. There have been many positive outcomes of this approach including victims disclosing domestic violence and receiving subsequent support which they otherwise may not have been aware of.

### ***Campaigns/Awareness Raising***

Gentoo have been involved in many awareness raising campaigns over the last few years including:-

#### **Northumbria Police Christmas Campaigns**

Gentoo get involved by circulating information across their 1700 staff through a range of communication methods.

#### **"Only Losers Give Bruises"**

This was a partnership campaign during the summer of 2011, led by WWIN and Gentoo with support from other Safer Sunderland partners. The campaign involved a bus visiting different parts of Sunderland with staff from Gentoo, Northumbria Police and WWIN on hand to offer advice and provide information. The campaign aimed to engage the local community, raise awareness of domestic violence and give victims the opportunity to seek advice or help.

#### **Abuse in Teenage Relationships – 'I Have the Right'**

In 2012, Gentoo worked with Sunderland Council, Farrington College and other partners to produce a DVD to raise awareness of abuse in teenage relationships which is of growing concern.

# Skills, Economy and Regeneration Scrutiny Panel

## Spotlight Policy Review 2012 – 2013

### Delivery of Apprenticeships in Sunderland

#### Draft Report

#### Contents

1	Foreword from the Scrutiny Lead Member .....	2
2	Introduction .....	3
3	Aim and Terms of Reference of Review .....	3
4	Membership of the Committee.....	3
5	Methods of Investigation.....	3
6	Findings of the Review .....	4
7	Conclusion .....	10
8	Recommendations.....	11
9	Acknowledgments.....	12
10	Background Papers .....	12

## 1 FOREWORD FROM THE SCRUTINY LEAD MEMBER FOR SKILLS, REGENERATION AND ECONOMY

It gives me great pleasure to introduce the Skills, Regeneration and Economy Scrutiny Panel's spotlight policy review into the operation of apprenticeships in Sunderland.

At the start of the year, when the Scrutiny Committee was considering the range of issues it wished to examine, the Panel was asked to undertake a spotlight review into the operation of apprenticeships in Sunderland.

The report examines what we actually mean by the term "apprenticeships" and the range of occupational areas available. It also examines the quality of and barriers to apprenticeships and how we can best match the business sector demand for apprentices with the skills of young people leaving school or college.

The Panel's report includes a number of recommendations which we hope will be of assistance to those involved in delivering apprenticeships in the city.

Firstly, we consider that the Council should examine the measures available to increase apprenticeship opportunities particularly at higher levels in key sectors of the city's economy and agree with the NAS a set of actions that are geared to meeting the specific needs of the city.

We also recommend that further work should be initiated to understand the Post-16 Destinations of learners in the city and that the Council [confirms its continuing support for](#) the inclusion of Social and Economic Clauses into its planning and procurement processes.

In conclusion, I would like to thank my colleagues on the Skills, Economy and Regeneration Scrutiny Panel and all of the officers and staff involved for their hard work during the course of the review and thank them for their valuable contribution.

Councillor Tom Martin, Lead Member for Skills, Economy and Regeneration

## **2 Introduction**

- 2.1 On 7 June 2012, the Scrutiny Committee requested that the Skills, Economy and Regeneration Scrutiny Panel undertake a policy review into the delivery of apprenticeships in Sunderland. This issue was highlighted as a policy review topic during the Council's Annual Scrutiny Conference 2012.

## **3 Terms of Reference**

- 3.1 The Panel agreed the following terms of reference for the review:-
- a) to examine the delivery of apprenticeships in Sunderland;
  - b) to consider what we actually mean by "apprenticeships" and the range of occupational areas available;
  - c) to consider how we can encourage the greater involvement of small and medium businesses;
  - d) to examine the quality of and barriers to apprenticeships and how we can best match the business sector demand for apprentices with the skills of young people leaving school or college.

## **4 Membership of the Panel**

- 4.1 The membership of the Skills, Economy and Regeneration Scrutiny Panel consisted of Councillors Thomas Martin; Len Lauchlan; Christine Marshall; Bob Price; David Snowdon; Denny Wilson and Thomas Wright.

## **5 Methods of Investigation**

- 5.1 The following methods of investigation were used for the review:-
- (i) Background information from officers on the policy context and the delivery of apprenticeships at a national and local level;
  - (ii) Meetings with employers; apprenticeship providers, schools, Sunderland College, Sunderland University to discuss their role in the delivery of apprenticeships and to seek their views on the opportunities for further developing and expanding apprenticeship delivery arrangements;
  - (iii) Meeting with the National Apprenticeship Service (NAS);
  - (iv) Meeting with Connexions Sunderland

## 6. Apprenticeships – National Context

### *Background*

- 6.1 In order to provide a context for our review, the Panel began by briefly looking at the development of apprenticeships at a national level.
- 6.2 It was noted that apprenticeships have a long history in the UK and that by the late nineteenth century, the scope of apprenticeships had come to be associated with so called “traditional” trades such construction, engineering and shipbuilding – industries central to the local and regional economy. Ever evolving, today, apprenticeships reflect the newer emerging sectors in the economy such as advanced engineering, retail, business and information technology.
- 6.3 The level of state intervention in apprenticeships has varied over recent decades, from levy-funded programmes via the industrial training boards in the 1960s and 1970s, to virtually no support or intervention at all in the early 1990s.
- 6.4 However, in 1994, the Government, faced with concerns about skills shortages in the UK, introduced a new apprenticeship scheme entitled Modern Apprenticeships (since renamed 'Apprenticeships'), based on frameworks that were devised by [Sector Skills Councils](#).
- 6.5 In 2011, the Government invested £1.2 billion into the apprenticeship programme. The same year saw 457,200 people start new training as an apprentice. Apprenticeships schemes have come to be seen as an integral tool for improving the skills of the workforce and thereby promoting long term economic growth.

### *What is an Apprenticeship?*

- 6.6 An apprenticeship can be defined as a real job with training. As employees, apprentices earn a wage and work alongside experienced staff to gain job-specific skills. Most of the training is 'on the job' within the workplace. Off the job, usually on a day-release basis, apprentices receive training to work towards a nationally recognised qualification, such as a National Vocational Qualification (NVQ) provided by a local college or by a specialist learning provider.
- 6.7 Apprenticeships are designed with the help of employers and are intended to offer a structured programme that takes a person through the skills needed for a job. There are targets and checks to make sure that the employer supports the apprentice and that they are making the expected progress.
- 6.8 There are three age groups for apprenticeships; 16-18 year olds, 19-24 year olds and those aged 25+. Apprenticeships can take between one and four years to complete depending on the level of

Apprenticeship, the apprentices' ability and the industry sector.

6.9 The National Apprenticeship Service pays the costs of the training; the amount depending on the age of the individual:-

Age	National Apprenticeship Service contribution
16 -18	up to 100%
19 - 24	up to 50%
25 +	Contribution for specified places

6.10 Apprentices have the same legal entitlements as the rest of the workforce. They are paid a wage though there is no set rate of pay. However, all employed apprentices must receive a wage of no less than £2.65 per hour. The average wage per week for an apprentice is around £170 and in some job roles around £210 per week. It is estimated that apprentices earn, on average, over £100,000 more throughout their lifetime than other employees.

6.11 Apprenticeships cover 1,400 job roles in a wide range of industries; including:-

- Agriculture, Horticulture and Animal Care
- Arts, Media and Publishing
- Business, Administration and Law
- Construction, Planning and the Built Environment
- Education and Training
- Engineering and Manufacturing Technologies
- Health, Public Services and Care
- Information and Communication Technology
- Leisure, Travel and Tourism
- Retail and Commercial Enterprise

*National Apprenticeship Service (NAS)*

6.12 The apprenticeship programme is delivered by National Apprenticeship Service (NAS) which was officially launched in April 2009. The NAS is responsible for the national delivery of targets and co-ordination of the funding for apprenticeship places. They are also responsible for increasing the number of apprenticeship opportunities and providing a dedicated, responsive service for both employers and learners. This includes simplifying the process

of recruiting an apprentice through apprenticeship vacancies, an online system where employers can advertise their Apprenticeship job vacancies and potential apprentices can apply.

- 6.13 The NAS also manage **WorldSkills UK**; a portfolio of skills competitions and activities run in partnership with organisations from industry and education.

#### *Apprenticeship Levels*

- 6.14 There are three levels of Apprenticeship available:

#### *Intermediate Level Apprenticeships*

Apprentices work towards work-based learning qualifications such as a Level 2 Competence Qualification, Functional Skills and, in most cases, a relevant knowledge-based qualification.

#### *Advanced Level Apprenticeships*

Apprentices work towards work-based learning such as a Level 3 Competence Qualification, Functional Skills and, in most cases, a relevant knowledge based qualification.

#### *Higher Apprenticeships*

Apprentices work towards work-based learning qualifications such as a Level 4 Competence Qualification, Functional Skills and, in some cases, a knowledge-based qualification such as a Foundation Degree.

- 6.15 All apprenticeships operate to a rigorous framework of requirements. All require a competent level of English and Maths, IT skills and technical certificate. Employers are involved in their development and they can be tailored to meet the specific needs of the business.
- 6.16 The level of training does not have to stop at the Intermediate, Advanced or Higher Level Apprenticeship. If a person wants to go on to University they should be able to find an offer of a place on a Foundation Degree or other higher level qualifications. Government, employers and schools are committed to expanding and delivering higher and advanced apprenticeships.
- 6.17 Over recent years, apprenticeships have come to be seen as bringing considerable value to employers, individuals and the economy, not only in terms of developing a highly skilled workforce but also by boosting productivity and staff retention.

6.18 For many, apprenticeships are considered the optimal way of training, developing and skilling people for the future, helping businesses to secure a supply of people with the skills and qualities they need and which are often not available on the external job market.

## **6 Apprenticeship Performance in Sunderland**

6.19 The Panel went on to look at the current performance of apprenticeships in Sunderland, drawing on our discussions with representatives from the NAS, local employers, training providers and schools.

6.20 As a starting point, the Panel received an overview of performance over recent years based on data supplied by the NAS. The performance data covers the total number of apprenticeship starts; more detailed information on performance relating to 16-18 yr olds and a breakdown across economy sector, gender and disability. Detail of performance across these areas is set out in Appendix 1.

### *Apprenticeship Starts*

6.21 In terms of the number of apprenticeship starts, the figures show that after many years of consistent, sustained growth there has been a slight reduction in total Apprenticeship numbers for 2011/12.

6.22 Overall (across all age groups) the number of Sunderland resident apprentices has decreased by 2.1% between 2010/11 and 2011/12. However there have been significant variations across the apprenticeship age categories. There has been continued significant growth in 19-24 and 25+ age groups but a significant decrease in the 16-18 age group. This decrease mirrors broad trends at national and regional level – however the Sunderland rate of decline for 16-18 year olds is almost twice that of the regional average.

6.23 The numbers of young people starting on Advanced Apprenticeships although reduced are much less severely affected than numbers for Intermediate Apprenticeship starts. The proportion of Advanced Level (3+) Apprenticeship has remained fairly static and does not yet reflect latest national and local policy shifts towards increasing provision at this level and higher. However the key driver to this ratio is that the larger volume sectors (Administration, Customer Service, and Construction) do not require Level 3 for new employees to operate effectively.

6.24 In terms of delivery across the main sectors of the local economy, the recruitment split has remained fairly consistent over the last 3 years although a small number of new sectors have recruited in 2011/2012. However the volume of delivery across many of the sectors have shown a year on year decline. Particularly adversely affected (in start



volume terms) have been Childcare, Construction, Customer Service, Engineering, Health and Social Care and Sales/telesales.

- 6.25 Some sector areas have recorded a slight growth; Creative and Digital and Rail Transport (first year of Apprenticeship delivery in this sector area) but most notably, Accountancy has seen an increase of 54%.
- 6.26 With regards to gender, for 16-18 year old Apprentices although there has been a slight increase in the proportion of male Apprentices, the gender split of Apprenticeship starts has not changed significantly over recent years. The slight reduction in female/male ratio is due to a reduction in the sector areas which more traditionally recruit females (i.e. Care, Childcare and retail/sales). Similar patterns apply for the 19-24 year old and 25+ age groups where the male/female split has remained fairly constant over recent years.
- 6.27 For people with a declared disability, the percentage of starts for 16-18 year old Apprentices has dropped significantly from 10.0% to 5.3%.
- 6.28 The picture is variable across the older age groups but the data would seem to confirm that there is no sustained growth in LLDD starts.

#### Apprenticeship Success Rates Across Age Groups

- 6.29 Appendix 2 sets out the apprenticeship success rates across all apprenticeship age groups.
- 6.30 For 16-18 year old Apprentices, success rates continue to show year on year improvement overall; however there has been a slight dip in performance at Advanced/Higher level. The figures confirm that although the rate of improvement is slightly lower than neighbouring areas, Sunderland learners continue to perform well above both regional and national averages.
- 6.31 In relation to 19-24 yr old Apprentices, rates continue to consistently perform well at above regional and national averages. Performance at both Intermediate and Advanced levels have shown year on year improvements.
- 6.32 Finally for 25+ yrs apprentices, performance has been less consistent. There was a significant dip in performance in 2009/2010 – however this can be attributed to the high number of learners who were migrated from the Train to Gain programme onto an Apprenticeship framework who subsequently failed to complete (particularly at Advanced Level). However performance did improve significantly in 2010/2011 although it remains slightly below regional and national averages.

#### Employer Engagement

- 6.33 Figures provided by the NAS on line system (which includes most but

not all vacancies), show that for 2011/12, 1575 Sunderland residents (1625 in 2010/2011) aged 16-18 have placed 3548 applications (4654 IN 2010/2011) via the NAS website. The sectors attracting most applications were Business Administration, Customer Service, Health and Social Care and Warehousing.

- 6.34 There were 621 vacancies placed by Sunderland based employers during 2011/2012. Of these vacancies 61 were in ICT sector; 67 in Health, Public Services and Care; 81 in the Engineering; 89 in Retail/sales/customer services and 278 in Business Administration.
- 6.35 Apprenticeship recruitment tends to be higher among the city's larger employers, such as Nissan, Rolls Royce and Gentoo, whereas recruitment among small and medium sized businesses is much less prevalent.

### **Outcome of Discussions**

- 6.36 During our review, the Panel met with the range of bodies involved in the development and delivery of Apprenticeships in the city; ranging from representatives from the NAS, employers, training providers and schools. The discussions provided the opportunity to look at the major challenges facing the city and the barriers to the growth in the number of high quality apprenticeships.

#### *Barriers to Growth of Apprenticeships*

- 6.37 Based on the figures presented to us and our discussion with representatives of employers and providers, there is clearly a shortage of apprenticeship places available within the city. This is compounded by the figures for 2011/2012 which show a worrying fall in the overall number of people starting Apprenticeships, particularly among the 16-18yr old age group. Indeed, the severity of the situation was highlighted by Dave Hall, Director of Employer Provision at Sunderland College who estimated that there were currently around 10 applicants for every Apprenticeship vacancy across 10 different occupational areas.
- 6.38 During our discussions, there was a general consensus that the major factor behind the shortage of apprenticeships was the depressed state of the national and local economy. Firms faced with the uncertainty of a harsh economic climate are less willing to recruit apprentices even given the range of incentives on offer and their professed commitment and enthusiasm for the apprenticeship scheme.
- 6.39 However, a number of other explanations were felt to have contributed to the recent fall. For the NAS, one reason for the drop was the desire to drive up the quality of apprenticeships. Concern over the quality of a small but significant proportion of apprenticeship training had led to the withdrawal of a small number of providers but this may well have had an impact on the number of apprenticeship places available.

- 6.40 As well as the factors contributing to the fall in the overall number of apprenticeships, it was considered that there were a number of specific factors behind the fall among 16-18 year olds where recruitment is down by almost 25%.
- 6.41 Principally, employers have shown a preference for older applicants who they feel possess better key skills and experience. For example, Gentoo noted that of their current cohort of 28 apprentices only 3 or 4 were 16yrs old. They had received over 700 applicants and found that the older applicants were better in terms of key skills and confidence.
- 6.42 It has also been suggested that there is a perception among employers that a large number of young people coming out of education may have the required academic qualifications but are yet work ready either through the lack of literacy or numeracy skills or inadequate social skills. The NAS noted that in their view there was no problem with the quality of young people coming out of schools but that 16-18yr olds have little experience in applying for jobs and may be less ready for employment.
- 6.43 A further possible factor could be that the increase in university fees has resulted in fewer 19-24 yr olds going on to Higher Education and instead opting to follow an Apprenticeship and thereby making it more difficult for 16-18yr olds leaving school to directly access apprenticeship opportunities.
- 6.44 The Panel heard that the Government was currently drawing up proposals for a Pre-Apprenticeship (Traineeship) Programme in order to better prepare young people for the world of work. The Panel is supportive of this move and we look forward to the details being announced.

#### *Support to Businesses*

- 6.45 During our discussions, we heard that some employers, particularly SME's, may consider the amount of funding available to recruit an apprentice is insufficient recompense for the investment of resources required before a young person is in a position to be a productive asset to the company. Indeed, representatives from the training providers argued that the Government may need to reconsider the level of funding available to firms to make it more attractive for them to recruit apprentices, particularly from the 16-18yr old age group. For them, undertaking an apprenticeship should be seen as being akin to undertaking further or higher education and the level of financial incentive should reflect this.
- 6.46 Clearly, the level of incentive offered to firms is a difficult and contentious area. Views differed on the importance of financial incentives as a determinant of whether a firm recruits an apprentice. It

is perhaps something on which the Government could undertake further research.

- 6.47 While a number of incentives exist for employers to recruit an apprentice there remains the question of whether the message is getting out to employers about the potential benefits of apprenticeships and whether they are being made sufficiently aware of the incentives available.
- 6.48 The NAS referred to the difficulty involved in engaging with businesses – an issue reiterated by the University. One solution has been the holding of high profile events or conferences designed to raise awareness of apprenticeship programmes. As an example, the Panel attended a large scale event organised by Gentoo in order to share experiences and best practice with businesses in their supply chain. The event was very well attended and a successful example of promoting apprenticeships. The Panel consider that when organising events for the business sector, it was important to share experiences and best practice in order to maximise attendance.
- 6.49 Another approach to raising awareness of apprenticeships among firms was the use of personal contact and peer influence. It was felt that small informal sessions such as a business clubs can be a useful vehicle for firms passing on and exchanging information. Businesses are often more likely to be influenced by the positive experiences of other firms. It was also suggested that greater use of press and newsletters aimed at the business community could raise awareness.
- 6.50 The Panel also considers that employers may be more likely to recruit apprentices if the apprenticeship process itself was simplified as far as possible. We feel that many, particularly small employers, are put off by the levels of bureaucracy – or at least the perceived levels of bureaucracy - involved in the apprenticeship process.
- 6.51 We therefore welcome the action being taken by the NAS to simplify its processes and particularly it's IT system and would support any further action in the future.
- 6.52 Another potential method of involving smaller firms is the influence that can be brought to bear larger firms on their own supply chain. For example, Nissan has been active in developing the skills base of their suppliers in order to ensure that they do not experience skill shortages in the future. This is also an approach that has been successfully adopted by Gentoo who have secured commitments by their suppliers to use a number of local apprentices.
- 6.53 The Panel consider that there is considerable potential in using this approach. We would also suggest that there is a role for the NAS and the Council to promote this approach with other large firms in the city and to develop such an approach itself. We would therefore suggest

that the Council investigate the possibility of organising an event involving firms in its own supply chain.

- 6.54 We also feel that the Council should continue to develop the potential of using its planning and procurement processes to encourage firms doing business with the Council to employ a percentage of local apprentices through the use of Social and Economic Clauses. Furthermore, the Council should look to encourage other members of the Sunderland Partnership to develop this on a city wide basis.

*Information Provided To Schools and Other Guidance Agencies*

- 6.55 During our review, there was a general consensus that young people, parents/carers and schools are not receiving adequate information on apprenticeships and that more needed to be done to raise the awareness of and benefits of apprenticeships.
- 6.56 School headteachers noted that they would welcome a more proactive approach from the NAS in promoting apprenticeships while recognising the resource constraints under which they operate. If it was possible, schools would welcome visits or further discussions with the NAS and the training provider network with a view to cascading the information to interested parties.
- 6.57 It was recognised that the transfer of Information, Advice and Guidance (IAG) duty to schools has resulted in non-consistent provision for careers advice. There was a consensus that there is a risk that young people in schools would not receive access to high quality impartial advice.
- 6.58 This concern was reiterated by the Training Providers who felt that more needed to be done to ensure that young people are aware of the options available to them in order that they can make an informed decision.
- 6.59 We feel that Connexions Service should continue to have an important role in helping to guide young people on their career paths and provide impartial advice. They are in a position to highlight the benefits of apprenticeships and can work closely with schools and providers to show that Apprenticeships are equivalent to academic qualifications
- 6.60 We feel that regular joint meetings of the key players can have a major impact and build on communications between NAS and schools. We suggest that efforts continue to develop the link between Teachers Groups, NAS and the providers.
- 6.61 There was also a general consensus that apprenticeships were treated with less esteem than an academic path and that apprenticeships are often seen as a pathway for less academically gifted.

- 6.62 We feel that action needs to be taken to counter that argument. We need to raise the profile of apprenticeships in order that they are recognised as having equivalent status to that of academic qualifications.

*Impact of Apprenticeships on Client Groups not able to complete the Apprenticeship Scheme*

- 6.63 During our discussion, concern was expressed that the focus on apprenticeships could deflect attention to those not able to secure an apprenticeship. The entry criteria for Apprenticeships is high with many young people struggling to meet it. The NAS confirmed that the entry level for apprenticeships is high and that this is more likely to increase than go down. There was concern that this was leading to an increase in the number of 16-18 yr old NEETS and adversely affecting the opportunity for learners with special educational needs or disabilities accessing an apprenticeship.
- 6.64 While it was noted that apprenticeships are not the most appropriate progression pathway for all young people, it was agreed that it is important that all appropriate progression pathway arrangements are established in order to ensure that they enable all learners to progress onto the pathway most appropriate to them.
- 6.65 During our discussions mention was made of some of the other options for young people through working in partnership with key local employers and further education providers. For example, Northumbrian Water was cited as a firm that have been involved with a number of schools working with very challenging students. However, it was recognised that this work was highly resource intensive.

*Role of the Council and Partnership Working*

- 6.66 In the view of the Panel, the development of apprenticeships will best be developed through joint working and a shared understanding by a range of partners and agencies operating in the city; including employers, training providers, schools and the Council. The Panel itself took the opportunity to visit the Sunderland City Providers Network and met with some business members of the Economic Leadership Board and we were impressed by the level of commitment and joint working already evident.
- 6.67 Such joint working can provide an opportunity to set out a clear strategy for developing apprenticeships and discuss any opportunities and barriers. It should also help to make the most of available resources and focus the direction of work.
- 6.68 We consider that the Council has an important role as a community leader and is well placed to bring people together and coordinate responses. It was pleasing that our partners were aware of the

Sunderland Economic Masterplan and its potential to provide a strategic focus for the economic development of the city. It is important the Council looks to continue to raise the apprenticeship agenda through the Economic Leadership Board and associated groups. This should provide us with an opportunity to better focus our interventions on a particular age group or employment sectors.

- 6.69 The Panel consider that it is important for Sunderland to focus intervention on sectors highlighted as key growth areas in the Economic Masterplan and promote the take up of high quality apprenticeships. A key aim of the Economic Masterplan is to increase the number attaining Levels 3 and 4 and it is important that action is focused in this area.
- 6.70 The ability to focus on particular employment sectors should also help the city to promote and improve the quality of apprenticeships on offer and focus growth in key areas of the economy important to Sunderland, such as Advanced Manufacturing and Engineering.
- 6.71 David Donkin, Sunderland University stressed the importance of preparing now for the potential skills deficits in areas such as engineering to ensure that we are in a position to recruit from within the local workforce.
- 6.72 It is also important that the Council maximises the opportunities being presented through Newcastle City Council's Wave 1 City Deal, with the development of a Skills and Apprenticeship Hub for the NELEP region.
- 6.73 Furthermore the recent announcement of City Deal Status for Sunderland provides the Council with the opportunity to become more directly involved in employment and skills development within the city.
- 6.74 It was noted that the Council was already developing closer links with the NAS and looking at how best they can work together. We would suggest that the Council and the NAS should work together to agree actions that are geared to meeting the specific economic needs of the city.
- .
- .

## **7 Conclusion**

- 7.1 The development of the skills of the city's workforce is a key component to the economic growth in the city. Apprenticeships can play a significant role in improving the city's skills base. We need to return to the culture of organisations offering apprenticeships and training.
- 7.2 It is important that apprenticeships lead to sustained employment beyond the completion of the Apprenticeship framework. We need to increase the number of employers offering apprenticeships. Better quality is both better for the apprentice and for the business – building confidence in the value of apprenticeships in the business sector. We need more apprenticeships and of higher quality.
- 7.3 However, there currently exists a shortage of apprenticeship opportunities among local firms who are understandably reticent of recruiting apprentices at a time of economic recession.
- 7.4 It is important that we have strategic approach to incentives offered to firms and the advice that is given. Communication is the key. We need to give out a clear message about apprenticeships; what they can offer and the quality of training and support that both the apprentice and the employer can expect to receive.
- 7.5 We need to encourage larger employers to take a more active role in engaging smaller businesses through the supply chain. We feel that this idea could be taken up by other major employers including the Council itself.
- 7.6 We are not ignoring the needs of the 19-25 year olds. It is important that this age group does not miss out on the opportunity of apprenticeships. However the key priority we must look to address is the issue of falling 16-18 yrs numbers, particularly in light of the forthcoming introduction of Raising of the Participation Age (RPA).
- 7.7 We need to ensure there is balance between academic and vocational training in the advice given to students at school and at college. We need to ensure that all schools offer informed and impartial guidance to young people and are fully aware of the value of apprenticeships.
- 7.8 Apprenticeships need to be an attractive and aspirational option for all. Vocational education/training should not be seen only for those who are unable to undertake an academic route. The academic and vocational route should be given equal weight when delivering career advice.
- 7.9 The NAS has an important role to raise awareness of apprenticeships in schools and in achieving a growth in the number of employers



offering apprenticeships. It is important that they work with schools and providers within resources available to help schools.

## **8 Recommendations**

8.1 The Panel key recommendations are as outlined below:-

(1) that the Council examines the measures available to increase apprenticeship opportunities, particularly high level apprenticeships, in key sectors of the city's economy;

(2) that the Council and the National Apprenticeship Service (NAS) agree a set of actions that are geared to meeting the specific needs of the city;

(3) that further work be initiated to understand the Post-16 Destinations of learners in the city;

(4) that the Council [confirms its continuing support](#) for the inclusion of Social and Economic Clauses into its planning and procurement processes.

## **9. ACKNOWLEDGEMENTS**

9.1 The Committee is grateful to all those who have presented evidence during the course of our review. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

- (a) Stephanie Rose, Assistant Policy Lead
- (b) Dave Barber, Development Officer, Children's Services
- (c) Vince Taylor, Head of Strategy and Performance
- (d) Dave Hall, Director of Employer Provision, Sunderland College
- (e) Andrew Carton, Connexions, Sunderland Council
- (f) David Donkin, Assistant Director, University of Sunderland
- (g) Julie Harrison, Workforce Development Consultant
- (h) Members of Sunderland City Training Provider Network

## **10. BACKGROUND PAPERS**

10.1 The following background papers were consulted or referred to in the preparation of this report:

Notes of the meeting of the Skills, Economy and Regeneration Scrutiny Panel  
Business, Innovation and Skills Select Committee Report on Apprenticeships (Oct 2012)  
The Richard Review of Apprenticeships (Nov 2012)  
National Apprenticeship Service Website

**Total number of Apprenticeship Starts in the 2011/2012 Academic Year compared with previous years.**

Key age groups	2009/2010	2010/2011	2011/2012	09/10-10/11 % change	10/11-11/12 % change
Overall Apprenticeship starts (Q3) aged 16-18	1256	1499	1077	+19.3%	-28.2%
Regional change				+21.6%	-14.7%
Overall Apprenticeship starts (Q3) aged 19-24	645	995	1115	+54.3%	+12.1%
Regional change				+44.4%	+20.9%
Overall Apprenticeship starts (Q3) aged 25+	524	1901	2113	+262.8%	+11.2%
Regional change				+329.8%	+24.2%
Sunderland resident totals	2425	4395	4305	+ 81.2%	-2.1%

**Breakdown of Apprenticeship Starts relating to 16-18 yr olds**

16 year olds	2009/2010	2010/2011	2011/2012	09/10-10/11	10/11-11/12
Apprenticeship starts	302	399	253	+32.1%	-36.6%
Of which					
Intermediate Level (2) Apprenticeship	256	349	197	+36.3%	-43.6%
Advanced Level (3)/Higher Level (4) Apprenticeship	46	50	56	+8.7%	+12.0%
17 year olds	2009/2010	2010/2011	2011/2012	09/10-10/11	10/11-11/12
Apprenticeship starts	487	605	389	+24.2%	-35.7%
Of which					
Intermediate Level (2) Apprenticeship	398	497	292	+24.9%	-41.2%
Advanced Level (3)/Higher Level (4) Apprenticeship	89	108	97	+21.3%	-10.2%

18 year olds	2009/2010	2010/2011	2011/2012	09/10-10/11	10/11-11/12
Apprenticeship starts	467	495	435	+6%	-12.1%
Of which					
Intermediate Level (2) Apprenticeship	323	334	285	+3.4%	-14.7%
Advanced Level (3)/Higher Level (4) Apprenticeship	142	160	149	+12.7%	-6.9%

### Apprenticeship Starts By Gender

Starts by Gender		2009/10	2010/11	2011/12
16-18 year olds	Female	54.1%	48.9%	47.4%
	Male	45.9%	51.1%	52.6%

Starts by Gender		2009/10	2010/11	2011/12
19-24 year olds	Female	51.6%	52.3%	49.1%
	Male	48.4%	47.7%	50.9%

Starts by Gender		2009/10	2010/11	2011/12
25+ year olds	Female	52.1%	53.5%	54.0%
	Male	47.9%	46.5%	46.0%

### Apprenticeship Starts By Disability

Starts by LLDD		2009/10	2010/11	2011/12
16-18 year olds	Yes	10.0%	8.9%	5.3%
	No	89.5%	90.8%	94.5%
	Unknown	0.5%	0.3%	0.2%

Starts by LLDD		2009/10	2010/11	2011/12
19-24 year olds	Yes	3.9%	7.2%	4.0%
	No	95.5%	92.4%	95.5%
	Unknown	0.6%	0.4%	0.4%

Starts by LLDD		2009/10	2010/11	2011/12
25+ year olds	Yes	3.4%	5.1%	4.9%
	No	95.0%	94.3%	94.3%
	Unknown	1.5%	0.6%	0.8%

**16-18 Apprenticeship Starts in Established (i.e. have a tradition of regular annual recruitment) Sector Areas.**

Framework title	2009/2010 starts	2010/2011 starts	2011/2012 starts	Difference 2010/11 to 2011/12 (number/%age)
Accountancy	20	11	17	+6 (54%)
Active Leisure	21	66	55	-11 (-15%)
Beauty Therapy	13	10	3	-7 (-70%)
Business Administration	315	204	189	-15 (-7%)
Childcare	89	55	11	-44 (-80%)
Construction	106	115	70	-45 (-39%)
Creative and Digital			14	+14
Customer Service	95	321	186	-135 (-42%)
Dental Nursing	16	7	10	+3 (42%)
Electrotechnical	21	19	11	-8 (-42%)
Engineering	87	125	67	-58 (-46%)
Hairdressing	91	90	84	-6 (-7%)
Health & Social Care	90	54	28	-26 (-48%)
Hospitality & Catering	49	37	29	-8 (-22%)
IT and Telecomms Professional	31	91	72	-19 (-21%)
Motor Vehicle Maintenance	58	49	45	- 4 (8%)
Plumbing	24	11	7	-4 (-36%)
Retail	53	27	14	-13 (-48%)
Rail Transport			12	+12
Sales and telesales	32	92	8	-84 (-93%)

**Success Rates (16-18yrs)****Appendix 2**

<b>Apprenticeship level</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>Difference</b>
<b>Intermediate Level Apprenticeship (Level 2)</b>	68.4%	71.6%	74.6%	+3%
<b>Advanced/Higher Level Apprenticeship (Level 3/4)</b>	80.9%	83.3%	<b>83.0%</b>	<b>-0.3%</b>
<b>Overall</b>	71.9%	74.8%	76.9%	+2.1%
<b>Regional Average</b>	65.8%	70.1%	73.8%	+3.7%
<b>National Average</b>	69.6%	72.4%	74.0%	+1.6%

**Success Rates (19-24)\***

<b>Apprenticeship level</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>Difference</b>
<b>Intermediate Level Apprenticeship (Level 2)</b>	73.8%	75.7%	79.5%	+4.2%
<b>Advanced/Higher Level Apprenticeship (Level 3/4)</b>	62.7%	76.0%	80.1%	+4.1%
<b>Overall</b>	69.4%	75.8%	79.7%	+3.9%
<b>Regional Average</b>	68.2%	73.5%	77.6%	+4.1%
<b>National Average</b>	71.3%	74.9%	77.8%	+2.9%

**Success Rates (25+)\***

<b>Apprenticeship level</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>Difference</b>
<b>Intermediate Level Apprenticeship (Level 2)</b>	84.7%	78.0%	81.2%	+4.2%
<b>Advanced/Higher Level Apprenticeship (Level 3/4)</b>	74.1%	60.5%	72.8%	+12.3%
<b>Overall</b>	82.6%	70.9%	77.7%	+6.8%
<b>Regional Average</b>	74.3%	69.1%	78.0%	+8.9%
<b>National Average</b>	75.9%	75.1%	78.8%	+3.7%

\*N.b. 2011/2012 consolidated success rate data was not available at the time the Scrutiny Panel was carrying out this review.

**SCRUTINY COMMITTEE****25 APRIL 2013****NOTICE OF KEY DECISIONS****REPORT OF THE CHIEF EXECUTIVE****1. PURPOSE OF THE REPORT**

- 1.1 To provide Members with an opportunity to consider the items on the Executive's Notice of Key Decisions for the 28 day period from 16 April 2013.

**2. BACKGROUND INFORMATION**

- 2.1 Holding the Executive to account is one of the main functions of Scrutiny. One of the ways that this can be achieved is by considering the forthcoming decisions of the Executive (as outlined in the Notice of Key Decisions) and deciding whether Scrutiny can add value in advance of the decision being made. This does not negate Non-Executive Members ability to call-in a decision after it has been made.
- 2.2 To this end, the most recent version of the Executive's Notice of Key Decisions is included on the agenda of this Committee. The Notice of Key Decisions for the 28 day period from 16 April 2013 is attached marked **Appendix 1**.

**3. CURRENT POSITION**

- 3.1 In considering the Notice of Key Decisions, Members are asked to consider only those issues where the Scrutiny Committee or relevant Scrutiny Panel could make a contribution which would add value prior to the decision being taken.
- 3.2 In the event of Members having any queries that cannot be dealt with directly in the meeting, a response will be sought from the relevant Directorate.

**4. RECOMMENDATION**

- 4.1 To consider the Executive's Notice of Key Decisions for the 28 day period from 16 April 2013.

**5. BACKGROUND PAPERS**

- Cabinet Agenda – 17 April 2013

---

Contact Officer : Helen Lancaster, Scrutiny Coordinator  
0191 561 1233  
[helen.lancaster@sunderland.gov.uk](mailto:helen.lancaster@sunderland.gov.uk)

28 day notice  
Notice issued 16 April 2013

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Notice is given of the following proposed Key Decisions (whether proposed to be taken in public or in private) and of Executive Decisions (including key decisions) intended to be considered in a private meeting:-

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
130416/01	Future Library Services: Feedback to Cabinet with outline proposals	Cabinet	Y	16 May 2013	N	N/A	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN  <a href="mailto:committees@sunderland.gov.uk">committees@sunderland.gov.uk</a>
130416/02	Proposal to establish Sunderland People First Independent Social Enterprise and Future Commissioning Arrangements.	Cabinet	Y	16 May 2013	Y	The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN  <a href="mailto:committees@sunderland.gov.uk">committees@sunderland.gov.uk</a>

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
						relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining this exemption outweighs the public interest in disclosing the information.		
130416/03	Proposal for Transfer of current in-house Care Provision to Local Authority Trading Company	Cabinet	Y	16 May 2013	Y	The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information relating to the financial or business affairs of any particular	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN  <a href="mailto:committees@sunderland.gov.uk">committees@sunderland.gov.uk</a>



Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
						person (including the authority holding that information). The public interest in maintaining this exemption outweighs the public interest in disclosing the information.		
<b>130416/04</b>	To approve Proposal for the transfer of Council Resources to Beckwiths Community Interest Company and the future commissioning arrangements with the CIC	Cabinet	Y	16 May 2013	Y	The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN  <a href="mailto:committees@sunderland.gov.uk">committees@sunderland.gov.uk</a>

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
						public interest in maintaining this exemption outweighs the public interest in disclosing the information.		
130416/05	To consider proposals in respect of ICT strategy and related systems	Cabinet	Yes	16 May 2013	Yes	The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining this exemption outweighs the	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN  <a href="mailto:committees@sunderland.gov.uk">committees@sunderland.gov.uk</a>

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
						public interest in disclosing the information		

**SCRUTINY COMMITTEE****25 APRIL 2013****ANNUAL WORK PROGRAMME 2012/13****REPORT OF THE CHIEF EXECUTIVE****1. PURPOSE OF THE REPORT**

- 1.1 The report attaches for Members' information, the work programme for the Committee's work during the 2012/13 council year.
- 1.2 In delivering its work programme for 2012/13, the Scrutiny Committee has supported the Council in achieving its Corporate Outcomes.

**2. BACKGROUND**

- 2.1 The work programme is a working document which the Committee can develop throughout the year. The work programme allows Members and officers to maintain an overview of work planned and undertaken during the Council year.
- 2.2 At its meeting in June 2012, the Scrutiny Committee commissioned the six Lead Scrutiny Members and supporting Panels to undertake 'spotlight' policy reviews. These are now completed and will be presented to the Scrutiny Committee at its meeting of 25 April 2013, with the exception of the Public Health, Wellness and Culture Scrutiny Panel which is currently consulting on the draft version of the Health Protocol with the partners who will eventually share it.

**3. CURRENT POSITION**

- 3.1 The work programme reflects discussions that took place at the Scrutiny Committee meeting held on 14 March 2013. The current work programme is attached as **Appendix 1**.

***Commissioned Items***

- 3.2 The Children's Services Scrutiny Panel met on 26 March 2013 to receive an update on progress regarding Child and Adolescent Mental Health, however due to unforeseen circumstances the update could not be provided. A further meeting will be scheduled in due course to proceed.

***Emerging Issues***

3.3 Any emerging issues will be presented to scrutiny members at the Annual Scrutiny Debate to be held 23 May 2013. This event will inform the Scrutiny Work Programme for 2013/14.

#### **4. CONCLUSION**

4.1 The work programme developed from the meeting will inform the Scrutiny Committee's work programme for 2013/14.

#### **5. RECOMMENDATION**

5.1 That the Committee notes the information contained in the work programme and considers the inclusion of any proposals for the Committee into the work programme for 2013/14.

#### **6. BACKGROUND PAPERS**

- Scrutiny Committee Agenda and Papers; June 2012 - March 2013.

---

**Contact Officer:** Helen Lancaster, Scrutiny Coordinator  
0191 561 1233 – [Helen.lancaster@sunderland.gov.uk](mailto:Helen.lancaster@sunderland.gov.uk)

REASON FOR INCLUSION	14 JUNE D/L 1.6.12	12 JULY D/L 3.7.12	25 JULY	13 SEPTEMBER D/L 4.9.12	11 OCTOBER D/L 2.10.12	8 NOVEMBER D/L 30.10.12	27 NOVEMBER D/L 16.11.12	6 DECEMBER D/L 27.11.12	17 JANUARY D/L 8.1.13	14 FEBRUARY D/L 5.2.13	14 MARCH D/L 5.3.13	16 APRIL D/L 5.04.13	25 APRIL D/L 12.4.13	?? MAY D/L
<b>Cabinet Referrals and Responses</b>	Corporate Plan	Revenue Budget Outturn for 2011/12 & First Revenue Review 2012/13	Capital Programme First Review Report 2012/2013  Draft Greenspace Audit and Report 2012 & Draft Ecological Evidence Base for Sunderland's Local Development Framework 2012  Food Law Enforcement Plan	Portfolio Holder Response to Policy Reviews 2011/12  Children and Young People Plan-Annual Report 2011/12  Youth Justice Plan 2012/13  Gambling Act 2005-Statement of Licensing Policy	Portfolio Holder Response to Policy Reviews 2011/12  Proposal for Budget Consultation 2013/14  Budget Planning Framework 2013/14 and Medium Term Financial Strategy 2012/13 – 2015/16  Capital Programme Second Review 2012/2013 & Revenue Budget Second Review 2012/13				Revenue Budget 2013/2014 Proposals  Revenue Budget Third Review 2012/2013  Capital Programme – Third Review 2012/2013, Provisional Resources 2013/2014 and Treasury Management Review 2012/2013	Budget and Service Reports:  Collection Fund 13/14  Revenue Budget & Proposed Council Tax 13/14  Capital Programme 13/14	Portfolio Holder Response to Policy Reviews 2012/13  Local Development Framework	Portfolio Holder Response to Policy Reviews 2012/13	Sunderland's Local Development Framework Evidence Base: the Strategic Housing Market Assessment, Strategic Housing Land Availability Assessment and Draft Settlement Break Review	Portfolio Holder Response to Policy Reviews 2012/13
<b>Scrutiny Business</b>	Membership of Scrutiny Panels  Commissioning the Annual Scrutiny Work Programme 2012/13  Monitoring the Delivery of Agreed Scrutiny Recommendations  Executive Forward Plan	Executive Forward Plan  Scrutiny Work Programme 2012/13		Ofsted Inspection Outcome - Action Plan  Executive Forward Plan  Scrutiny Work Programme 2012/13	Clinical Commissioning Group Update  Annual Audit Letter  Notice of Key Decisions  Scrutiny Work Programme 2012/13	Tyne and Wear Aquifer Protection Strategy  Community Resilience Plan  Notice of Key Decisions  Scrutiny Work Programme 2012/13	CfPS Parliamentary Series 2012/13	Children's Services Complaints – Annual Reports  Children's Services Scrutiny Panel: CAMHS Referrals  Notice of Key Decisions  Scrutiny Work Programme 2012/13	Joint Health and Wellbeing Strategy  Policy Review Final Draft Reports  Notice of Key Decisions  Scrutiny Work Programme 2012/13	Scrutiny Member Development  Notice of Key Decisions  Scrutiny Work Programme 2012/13	Safer Sunderland Partnership – key priorities and emerging issues  Future of Libraries  Notice of Key Decisions  Scrutiny Work Programme 2012/13	NTW Quality Accounts  Local Account for Sunderland  Annual Monitoring the Delivery of Agreed Scrutiny Recommendations  Scrutiny Annual Report 2012/13	Annual Monitoring the Delivery of Agreed Scrutiny Recommendations  Ofsted Inspection Outcome – Action Plan  Policy Review Final Draft Reports  Notice of Key Decisions  Scrutiny Work	Future Libraries  Policy Review Final Draft Reports

													Programme 2012/13	
<b>Lead Scrutiny Member Update</b>		Lead Scrutiny Member Update		Lead Scrutiny Member Update	Lead Scrutiny Member Update	Lead Scrutiny Member Update		Lead Scrutiny Member Update	Lead Scrutiny Member Update	Lead Scrutiny Member Update	Lead Scrutiny Member Update		Lead Scrutiny Member Update	
<b>Substantial Variations to Service - Health</b>		Improving Urgent Emergency Care Services in Sunderland					Public Health, Wellness and Culture: Urgent Care – response to consultation  Maritime Surgery Closure			Proposal to relocation of GP practice  Urgent Care - decision document				
<b>CCFA/Membe rs items/Petitio ns</b>														

**SCRUTINY COMMITTEE**

25 APRIL 2013

**LEAD SCRUTINY MEMBER UPDATE: APRIL 2013****JOINT REPORT OF THE LEAD SCRUTINY MEMBERS****1. PURPOSE OF THE REPORT**

- 1.1 To provide an update to the Scrutiny Committee regarding the work of each of the six Lead Scrutiny Members and supporting Panels.

**2. SCRUTINY LEAD MEMBER UPDATE*****Scrutiny Chair and Vice Chair (Cllrs David Tate and Norma Wright)***

- 2.1 On 19 March 2013 Cllr Tate chaired a meeting of the Responsive Services and Customer Care Scrutiny Panel, attended by Vera Baird, Northumbria Police and Crime Commissioner. The discussion at the meeting was very informative and productive, with Members asking some challenging questions of the Commissioner.
- 2.2 On 26 March 2013, in his capacity as Chair of the Scrutiny Committee, Cllr Tate considered the content of an urgent report going forward to Cabinet. After a full briefing from relevant council officers, Cllr Tate was satisfied that the decision was urgent and could not be delayed and that the call-in procedure should not apply as the delay would cause significant issues. He therefore gave his consent for the decision to be considered by Cabinet.
- 2.3 Preparations continue for the Annual Scrutiny Debate to be held on 23 May 2013. Over the last month the Chair, Vice Chair, Lead Members and several Panel Members have been filmed explaining scrutiny's achievements in 2012/13. These discussions will form the Scrutiny DVD which will be shown at the Debate by way of an introduction to the evening.

***Children's Services (Cllr Bob Francis)***

- 2.4 The Children's Services Scrutiny Panel has now concluded its review into the importance of children and young people in service design and delivery. The Panel has made a number of recommendations based on the evidence gathered throughout the review. The Panel has found this review extremely informative and it is hoped that the recommendations will help to enhance the already excellent participation and engagement that takes place within the local authority.
- 2.5 The Panel continues to monitor the CAMHS service and due to last minute unforeseen circumstances the meeting scheduled to take place on 26



March 2013, with representatives from NTW, will need to be reconvened. It is anticipated that a new meeting will be arranged following the Easter holidays and Members will be kept up-to-date around these arrangements.

***City Services (Cllr Stephen Bonallie)***

- 2.6 The Panel met on 7 March 2013 to take evidence in relation to its review into refuse collection and waste management and the development of communications and public engagement. A further meeting of the Panel was held on 15 April at which the final draft report was approved prior to its submission to the Scrutiny Committee.

***Health, Housing and Adult Services (Cllr Christine Shattock)***

- 2.7 The HHAS Scrutiny Panel has concluded its review into Empty Properties and will present this to the meeting to be held in May. The review has been extremely informative for Members and has helped the Panel to gain a greater understanding of the empty homes team and their work.
- 2.8 The Panel still need to meet and finalise the report and its recommendations and this will be concluded towards the end of April. It is hoped that the recommendations help to compliment the excellent work already being undertaken across the city in relation to empty homes management.

***Public Health, Wellness and Culture (Cllr George Howe)***

- 2.9 The Panel has been continuing to review partnership working within the new health structures with the intention of developing a partnership protocol.
- 2.10 Panel Members participated in a regional health development session alongside scrutiny members from other local authorities. The event hosted by Sunderland Council on 22 March allowed scrutiny members to debate the varying roles and responsibilities within the new health arrangements.
- 2.11 The Panel has taken evidence on the governance, interactions and relationships between Overview and Scrutiny, Clinical Commissioning Group (CCG), Health and Wellbeing Board and local Healthwatch. The Panel is currently consulting partners on a draft protocol and will also take evidence on how patients are represented in the new structure.

***Skills, Economy and Regeneration (Cllr Tom Martin)***

- 2.12 As part of its review into the delivery of apprenticeship in Sunderland, the Panel met on 20 March to meet with representatives from Sunderland College, Sunderland University, Connexions. This followed a meeting with a number apprenticeship training providers held at Springboard in Pallion on 13 March 2013.

- 2.13 The Lead Member of the Panel, Cllr Tom Martin also attended an event organised by Gentoo on the promotion of apprenticeship in the city which was held at the Stadium of Light on 12 March 2013. A further meeting of the Panel took place on 15 April in order to approve the draft final report prior to its submission to this Committee.

***Responsive Services and Customer Care (Cllr David Errington)***

- 2.14 A successful meeting with the Northumbria Police and Crime Commissioner concluded the Scrutiny Panel’s evidence gathering for its Domestic Violence Policy Review. At a further meeting on 9 April 2013, the Panel finalised the findings, conclusions and recommendations of the report and agreed to submit to the Scrutiny Committee for consideration.

**3. CHANGES TO PANEL MEMBERSHIPS**

- 3.1 Non-executive Members have now been allocated to a scrutiny panel, with each panel having between a minimum of two and a maximum of eight Members. Membership of the panels has been decided in accordance with current political arrangements.
- 3.2 Scrutiny Panels are informal; therefore there is flexibility within the new arrangements to revise Panel memberships at any point in the municipal year to reflect changes to Member capacity and other commitments.
- 3.3 A complete membership of the Scrutiny Panels is attached for information and consideration as **Appendix 1** of this report.

**4. DEDICATED SCRUTINY BUDGET**

- 4.1 A small budgetary provision of £15,000 per annum is available to the Scrutiny Committee and the supporting Panels to deliver the agreed Annual Scrutiny Committee Work Programme.
- 4.2 As of 16 April 2013 the breakdown of the budget stood as follows:-

<b>Description</b>	<b>£</b>
Scrutiny Development	1077.75
Travel/Accommodation	1705.97
Policy Review Development	2091.45
<b>Total Expenditure to Date</b>	<b>4875.17</b>
<b>Budget</b>	<b>15,000</b>
<b>Remaining Budget</b>	<b>10,124.83</b>

4.3 It should be noted that the budget has committed spends of approximately £2000, relating to Scrutiny Development and Travel/Accommodation and Hospitality.

## **5. RECOMMENDATIONS**

5.1 It is recommended that the Scrutiny Committee notes and considers the update of the Lead Scrutiny Members and receives a further verbal update at the meeting.

## **6. BACKGROUND PAPERS**

- Scrutiny Committee Agenda and Papers – 12 July 2012, 8 November 2012.

---

Contact Officer: Helen Lancaster, Scrutiny Coordinator  
Helen.lancaster@sunderland.gov.uk  
0191 561 1233

## APPENDIX 1

### SCRUTINY PANELS MEMBERSHIP

<p style="text-align: center;"><b>City Services</b></p> <p>Scrutiny Lead Member: Cllr Steven Bonallie</p> <p>Cllr Neville Padgett Cllr Michael Essl Cllr Stuart Porthouse Cllr Lynda Scanlan Cllr Steven Foster Cllr Peter Wood</p>	<p style="text-align: center;"><b>Health, Housing &amp; Adult Services</b></p> <p>Scrutiny Lead Member: Cllr Christine Shattock</p> <p>Cllr Jill Fletcher Cllr Ronny Davison Cllr Alan Emerson Cllr Rosalind Copeland Cllr Darryl Dixon Cllr Lisa Smiles Cllr Barbara McLennan Cllr Ellen Ball Cllr Dorothy Trueman</p>
<p style="text-align: center;"><b>Children's Services</b></p> <p>Scrutiny Lead Member: Cllr Bob Francis</p> <p>Cllr Amy Wilson Cllr Mary Turton Cllr Linda Williams Cllr Doris MacKnight Cllr Anthony Farr Cllr Philip Tye Cllr Robert Oliver</p>	<p style="text-align: center;"><b>Skills, Economy &amp; Regeneration</b></p> <p>Scrutiny Lead Member: Cllr Tom Martin</p> <p>Cllr Bob Price Cllr Christine Marshall Cllr David Snowdon Cllr Denny Wilson Cllr Len Lauchlan Cllr Tom Wright</p>
<p style="text-align: center;"><b>Public Health, Wellness &amp; Culture</b></p> <p>Scrutiny Lead Member: Cllr George Howe</p> <p>Cllr Dianne Snowdon Cllr Debra Waller Cllr Louise Farthing Cllr Fiona Miller Cllr Julia Jackson Cllr Rebecca Atkinson Cllr Paul Maddison</p>	<p style="text-align: center;"><b>Responsive Services &amp; Customer Care</b></p> <p>Scrutiny Lead Member: Cllr David Errington</p> <p>Cllr Bob Heron Cllr Betty Gibson Cllr Barry Curran Cllr Anne Lawson Cllr John Scott Cllr George Thompson Cllr Iain Kay Cllr John Wiper Cllr Dennis Richardson</p>