

<b>CABINET MEETING – 3RD FEBRUARY 2010</b>  <b>EXECUTIVE SUMMARY SHEET- PART 1</b>	
<b>Title of Report:</b>  Final Revenue Support Grant Settlement for 2010/2011.	
<b>Author(s):</b>  Director of Financial Resources	
<b>Purpose of Report:</b>  This report advises Cabinet of the Final Revenue Support Grant Settlement for 2010/2011.	
<b>Description of Decision:</b>  Cabinet is requested to note the report.	
<b>Is the decision consistent with the Budget/Policy Framework?</b> Yes	
<b>If not, Council approval is required to change the Budget/Policy Framework</b>	
<b>Suggested reason(s) for Decision:</b>  The Settlement informs the final stages of the budget preparation process of the Council.	
<b>Alternative options to be considered and recommended to be rejected:</b>  Not applicable as the report is for information only.	
<b>Is this a “Key Decision” as defined in the Constitution?</b> <div style="text-align: right;">No</div>	<b>Relevant Scrutiny Committee:</b>  Management
<b>Is it included in the Forward Plan?</b> <div style="text-align: right;">No</div>	



## **Cabinet Meeting – 3rd February 2010**

### **Final Revenue Support Grant Settlement for 2010/2011.**

#### **Report of the Director of Financial Resources**

##### **1. Purpose of Report**

- 1.1 This report advises Cabinet of the Final Revenue Support Grant Settlement for 2010/2011.

##### **2. Description of Decision**

- 2.1. Cabinet is requested to note the report.

##### **3. Background**

- 3.1 On 20th January 2010 the Parliamentary Under-Secretary of State (Mrs Barbara Follett) issued her final report for the 2010/2011 Revenue Support Grant (RSG) Settlement. This follows on from the Local Government Finance Settlement consultation paper issued on 26<sup>th</sup> November 2009.
- 3.2 The main points of the Settlement are outlined in paragraph 4 with the effects on the Council outlined at paragraph 5.

##### **4. National Settlement – Provisional 2010/2011**

The main features of the provisional settlement for 2010/2011 are as follows:

- Aggregate External Finance has been reduced marginally by £18m in total, to £76,238 million, from the figures previously released, and is due to some relatively small changes to special grants, the details of which are still awaited;
- Formula Grant has remained unchanged;
- the 'floor' has remained unchanged with no changes to the scaling factors used;
- the government has reiterated that they expect the average Council Tax increase in England for 2010/2011 to fall to a 16 year low which would mean increases should be lower than the national average increase of 3% in 2009/2010. They have also asserted that the government's capping powers will be used again if authorities fail to adhere to this guidance.

##### **5. Effects on Sunderland**

As a result of the details set out in paragraph 4 above:

- the Council's final grant entitlement for 2010/2011 has remained unchanged from the figure of £157.462 million announced in November which represents an increase of 1.84%.

- The details of any specific grant changes on Sunderland are not yet available at the time of writing this report but any changes will be reported orally at the meeting, if material, and otherwise taken into account in the final proposed budget.

A separate report to Cabinet deals with the Revenue Budget 2010/2011 and the impact the final settlement will have for the Council Tax for 2010/2011.

## **6. Reason for Decision**

- 6.1 The Settlement informs the final stages of the budget preparation process of the Council.

## **7. Alternative options to be considered and recommended to be rejected**

- 7.1 There are no alternative options recommended for approval.

### **Background Papers**

Local Authority Finance (England) – Final Revenue Support Grant for 2010/2011 and related matters - (Source: DCLG).

<b>CABINET MEETING – 3RD FEBRUARY 2010</b>  <b>EXECUTIVE SUMMARY SHEET- PART 1</b>	
<b>Title of Report:</b> Collection Fund 2009/2010	
<b>Author(s):</b> Director of Financial Resources	
<b>Purpose of Report:</b> This report advises Cabinet of the estimated balance on the Collection Fund for 2009/2010 and the amounts available to the Council and its major precepting authorities for use in setting Council Tax levels for 2010/2011.	
<b>Description of Decision:</b> Members are requested to note the position in relation to the Collection Fund for 2009/2010 and the surplus of £50,000 which will be taken into account when setting the Council Tax level for the Council for 2010/2011.	
<b>Is the decision consistent with the Budget/Policy Framework?</b> No, the decision forms part of the budget setting process for 2010/2011.	
<b>If not, Council approval is required to change the Budget/Policy Framework</b>	
<b>Suggested reason(s) for Decision:</b> Estimating the Collection Fund balance available at the end of 2009/2010 for use in setting the Council Tax for 2010/2011 is a legal requirement, which the Council must fulfil, based on information available to it as at 15 <sup>th</sup> January, each year.  The Council also has an obligation to notify its major precepting authorities of the estimated surplus or deficit on the Collection Fund within 7 working days of when this calculation has been made.	
<b>Alternative options to be considered and recommended to be rejected:</b> Not applicable as the report is for information only.	
<b>Is this a “Key Decision” as defined in the Constitution?</b> Yes	<b>Relevant Scrutiny Committee:</b> Management
<b>Is it included in the Forward Plan?</b> Yes	



## **Cabinet Meeting – 3rd February 2010**

### **Collection Fund 2009/2010**

#### **Report of the Director of Financial Resources**

##### **1. Purpose of Report**

- 1.1 This report advises Cabinet of the estimated balance on the Collection Fund for 2009/2010 and the amounts available to the Council and its major precepting authorities for use in setting Council Tax levels for 2010/2011.

##### **2. Description of Decision (Recommendation)**

- 2.1 Members are requested to note the position in relation to the Collection Fund for 2009/2010 and the surplus of £50,000 which will be taken into account when setting the Council Tax level for the Council for 2010/2011.

##### **3. Background Information**

- 3.1 The Local Authorities (Funds) (England) Regulations 1992 made under Section 99 of the Local Government Act 1988, require that billing authorities inform their relevant major precepting authorities of the amount of any estimated surplus or deficit on their Collection Fund at 31st March.
- 3.2 The estimate is to be made on 15th January or if that is not a working day, the next such day, in accordance with prescribed rules.
- 3.3 Major precepting authorities are to be notified of the estimated surplus or deficit within 7 working days of the estimate being made.

##### **4. Council Tax Surplus or Deficit**

- 4.1 The amount of any surplus or deficit, which the billing authority estimates on its Collection Fund as at 31st March is shared by the billing authority and the major precepting authorities in proportion to their respective demands upon the Collection Fund. The amount which is estimated will be taken into account by those authorities in calculating their basic amounts of Council Tax for the following year. The estimated surplus or deficit at 31st March 2010 will therefore be taken into account in setting the Council Tax for 2010/2011.
- 4.2 The sums calculated in accordance with paragraphs 3.1 and 3.2 above are not to be taken into account by authorities in calculating their budget levels, but are to be taken into account when calculating the basic amounts of Council Tax for 2010/2011.

## 5. Collection Fund 2009/2010

- 5.1 The surplus on the Collection Fund as at 31st March 2009, reported as part of the Statement of Accounts for 2008/2009, was £165,738 and related entirely to Council Tax. The actual level of the surplus reported was lower than the forecasted level because of the effect of the economic climate on Council Tax income. The Council has responded to the difficulties people are facing in paying their Council Tax bills by taking various positive measures to help address the position by:

- Providing the public with more flexible payment arrangements;
- Encouraging and increasing Benefit Take-up;
- Council Tax Bills and Reminders show where the public can obtain free financial advice from both the Council directly or via other sources such as the National Debt Line, the Citizens Advice Bureau, the Consumer Credit Counselling Service etc.;
- Sponsoring a free website known as LIBRA with partner organisations which acts as a 'Financial Friend' which signposts the public to where they can obtain free financial advice and guidance on a wide range of topics to help them save money (cheaper insurance, access to responsible credit unions etc.);
- The Consumer Credit Counselling Service hold weekly surgeries in the Civic Centre to provide the public with consultations and free advice.

In addition, the Council has made available additional resources to assist with the collection of council tax given the difficult economic climate.

- 5.2 It was estimated, in a report to Cabinet on the 11<sup>th</sup> February 2009, that the Council would use some of the projected surplus on the Collection Fund at 31<sup>st</sup> March 2009 as follows:

	£
Council Tax	
Sunderland City Council	500,000
Northumbria Police Authority	32,589
Tyne and Wear Fire and Rescue Authority	<u>30,542</u>
	<u>563,131</u>

These sums were consequently taken into account when setting the Council Tax for 2009/2010 by the Council and its precepting authorities.



- 5.4 On the basis of current collection rates and the recovery of Council Tax arrears, it is estimated that the surplus on the Collection Fund as at 31st March 2010 will be £56,563. This sum will be shared as follows:

	£
Sunderland City Council,(Billing Authority)	50,000
Precepting Authorities:	
Northumbria Police Authority	3,470
Tyne and Wear Fire and Rescue Authority	<u>3,093</u>
	<u>56,563</u>

The major precepting authorities have been informed of the position.

- 5.5 The sum of £50,000 has been taken into consideration in resourcing the Council's Revenue Budget for 2010/2011.

## **6. Reasons for Decision**

- 6.1 Estimating the Collection Fund balance available in 2009/2010 for use in setting the Council Tax for 2010/2011 is a legal requirement, which the Council must carry out, based on information available to it as at 15<sup>th</sup> January of each year.
- 6.2 The Council also has an obligation to notify its major precepting authorities of the estimated surplus or deficit on the Collection Fund within 7 working days of when this calculation has been made.

## **7. Alternative options to be considered and recommended to be rejected**

- 7.1 Not applicable as the report is for information only.

### **Background papers:**

Collection Fund 2008/2009 Report 11<sup>th</sup> February, 2009  
Calculation of Council Tax Base Report 13<sup>th</sup> January, 2010  
Statement of Accounts 2008/2009  
Council Tax Collection Estimates for 2009/2010



# **CABINET MEETING – 3RD FEBRUARY, 2010**

## **EXECUTIVE SUMMARY SHEET – PART I**

### **Title of Report:**

Corporate Risk Profile

### **Author(s):**

Director of Financial Resources

### **Purpose of Report:**

The report informs Cabinet of the updated Corporate Risk Profile and amendments that have taken place since the new Corporate Risk Profile was presented to Cabinet in October 2009, and seeks Cabinet's endorsement of the amendments proposed and the recommended actions set out in the Profile.

### **Description of Decision:**

Cabinet is asked to note the updated Corporate Risk Profile and amendments that have taken place and endorse the amendments proposed and recommended actions set out in the Profile.

**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:**

To ensure that the major risk issues the Council faces are being identified and actively managed.

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

There are no alternative options.

**Is this a "Key Decision" as defined in the Constitution?** No

**Is it included in the Forward Plan?** No

### **Relevant Scrutiny Committee:**

N/A but the updated Corporate Risk Profile will also be reported to the Audit and Governance Committee



**Report of the Director of Financial Resources**

**Corporate Risk Profile**

**1. Purpose of the Report**

- 1.1 This report informs Cabinet of the updated Corporate Risk Profile and amendments that have taken place since the new Corporate Risk Profile was presented to Cabinet in October 2009 and seeks Cabinet's endorsement of the amendments proposed and the recommended actions set out in the Profile.

**2. Description of Decision**

- 2.1 Cabinet is recommended to note the updated Corporate Risk Profile and the amendments made and endorse the recommendations set out in the Profile.

**3. Background**

- 3.1 Risk Profiling is a systematic risk identification and evaluation process designed to provide an organisation with a clear focus on the major risk issues it faces. The Profile identifies measures to assist in ensuring those risks are managed, appropriate opportunities are taken advantage of, targets are achieved and service delivery improved.
- 3.2 The Corporate Risk Management Group carries out a six monthly review of the Corporate Risk Profile, the results of which are reported to Cabinet. The Profile reflects the substantial changes and challenges the Council faces in its ambitious agenda for the future. The report contains the findings of the latest review carried out and agreed by the Corporate Risk Management Group in December 2009.

**4. Current Position**

- 4.1 Major reviews of the Corporate Risk Profile are undertaken on a six monthly basis. This is the first major review the Corporate Risk Management Group has undertaken on the new Profile since it was approved by Cabinet in October 2009.

- 4.2 The review confirmed that the overall nature of the major risks the Council faces has not changed greatly since the production of the new Profile earlier in the year. However within individual areas, given the dynamic nature of the organisation, issues are obviously subject to change which has been reflected in amended or further actions to manage the risks identified.

## **5. Changes to the Corporate Risk Profile**

- 5.1 The review confirmed that the Corporate Risk Profile identified and detailed the major risks facing the Council and no new individual major risks were identified.
- 5.2 The Group however recognised that actions would be needed to address issues identified in the Comprehensive Area Assessment (action 15.10).

## **6. Reason for the Decision**

- 6.1 To ensure that the major risk issues the Council faces are being identified and actively managed.

## **7. Alternative Options**

- 7.1 There are no alternative options to this report.

## **8. Background Papers**

Cabinet Report September 2006 Corporate Risk Profile  
Cabinet Report April 2007 Corporate Risk Profile  
Cabinet Report July 2007 Corporate Risk Profile  
Cabinet Report January 2008 Corporate Risk Profile  
Cabinet Report July 2008 Corporate Risk Profile  
Cabinet Report January 2009 Corporate Risk Profile  
Cabinet Report October 2009 New Corporate Risk Profile

## Sunderland City Council Corporate Risk Profile 2009/2010

### September 2009 Report

#### Action Status Key:

<b>T</b>	Action is on target
<b>C</b>	Action has been completed
<b>D</b>	Action is delayed
<b>N</b>	New action
<b>MT</b>	Action has moved and is on target
<b>MD</b>	Action has moved and is delayed

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
1	Difficulties in managing/ delivering services that meet the changing patterns of housing availability, suitability, sufficiency and demand heightened by the economic downturn	05/03/2009	Neil Revely, Executive Director of Health Housing & Adult Services		
Causes					
Rapid changes in the market needs and availability impact Economic downturn - increasing numbers of mortgage repossessions, empty homes and subsequent increase in homelessness Lack of affordable housing Shortage of more expensive accommodation (executive houses) to attract more 'professionally qualified' people into the city Lack of suitable 'short term' accommodation (including Bed & Breakfast) Lack of resource to meet increased levels of demand					
Impact Details					
Increasing levels of demand lead to delays in housing services Increasing numbers of people in temporary and/ or unsuitable accommodation Reduction in community cohesion & increased levels of anti-social behaviour and crime Delay in new builds, refurbishment and home improvement programmes Delay in the delivery of the 'attractive and inclusive city' and other improvement priorities Service users expectations not met					
Current Controls					
Regular reviews of housing strategy (linked to 15 year plan for adult services, housing and health care) A planning/ housing officers group set up to identify and manage actions based upon findings from the recently completed Housing Market Assessment and stock condition survey . Former Council housing stock already achieved the Decent Homes standard requirements reduction in the number of people in Bed & Breakfast accommodation Well established 'accredited landlord' scheme with a very high percentage of the private landlords signed up to it. Established working relationship with the Communities Agency Partnership Working with the private sector partners to secure housing renovation and/or new build affordable housing opportunities					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	Y	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment					
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009	3.00	3.28	9.83	N/A	
Residual Risk Scores March 2009	2.61	2.33	6.09	Controls put in place	

\*Risk scores calculated on scoring software using averages



Risk: Difficulties in managing/ delivering services that meet the changing patterns of housing availability, suitability, sufficiency and demand heightened by the economic downturn											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
1.1	Finalise proposals to create a local housing company	Alan Caddick Head of Housing	31/03/10			Action on target. Priorities agreed. Financial information received from consultants to be validated to provide assurance to stakeholders on financial viability.	T				
1.2	Implement (and monitor) the benefits of the preventing homelessness initiatives including below: a) Approval of Prevention of Homelessness Project Business Case	Alan Caddick Head of Housing	30/09/09		07/09/09	Action complete. Business Improvement Programme Board approved Business Case and Options Appraisal on 07/09/09.	C				
	b) Implementation of Choice Based Letting	Alan Caddick Head of Housing	31/12/10			Action on target. Draft project plan & Project Initiation Document completed and to be submitted to Directorate Management Team. Next key milestone is to introduce a web based Mutual Exchange System across Tyne & Wear.	T				
1.3	Ensure the housing issue is addressed by the Economic Master Plan	Vince Taylor Head of Strategic Economic Development	31/03/10			Action on target. Housing issues are included within the scope of the economic master plan. Themes include, attracting and retaining people and sustainability.	T				
1.4	Identify housing projects and assimilate the Housing Strategy with the 15 year plan to ensure everybody has access to good quality accommodation	Alan Caddick Head of Housing	30/09/09		14/09/09	Action complete. Key housing projects being taken forward from the Housing Strategy are now included within the Health, Housing and Adult Services Directorate delivery plan.	C				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
2	Difficulties in developing and delivering an effective strategy and plan for social inclusion, community cohesion and equality	05/03/2009	Dave Smith, Chief Executive		
Causes					
Failure to meet high profile central government key performance indicators Impact of these failures of the Council's assessment under Comprehensive Area Assessment. Criticisms resulting from the allocation of very significant levels of resource in an attempt to meet the Key Performance Indicators (KPIs) Economic downturn may raise tensions within communities.					
Impact Details					
Perception (very largely unjustified) of Sunderland as a 'intolerant' city/ as one where an individual's safety can be comprised by racist. Close central government scrutiny. Potential for public enquiry/ high profile adverse publicity in the event of the occurrence of a major incident					
Current Controls					
External Community cohesion & social inclusion regular agenda topics in area committee meetings. Each has a diversity champion. Review of Community Cohesion by Independent Consultants ICoCo in 2007/08 and its recommendations followed up. Partnership Community Cohesion Strategy developed. Independent advisory groups established ( gender, age, sex, faith, etc.) Internal: Cllrs Charlton & Anderson (Cabinet Members) both actively involved in driving agenda forward. Council has Level 3 Equality Standard and is working to Level 4. Internal Diversity and Social Inclusion team strengthened					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	Y	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009	3.11	2.61	8.12		N/A
Residual Risk Scores March 2009	2.56	2.28	5.82	Controls put in place	↓

\*Risk scores calculated on scoring software using averages

Risk: Difficulties in developing and delivering an effective strategy and plan for social inclusion, community cohesion and equality

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
2.1	Ensure the topic is covered within the Community Leadership Programme	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete. Issue addressed within the Community Leadership Programme	C				
2.2	Implement and monitor the community cohesion strategy	Sarah Buckler Diversity and Inclusion Manager	30/09/09		30/09/09	Action complete. Community Cohesion Strategy signed off and implemented. On-going monitoring	C				
2.3	Review communication and other arrangements to link the advisory groups into the Sunderland Partnership	Sarah Buckler Diversity and Inclusion Manager	31/10/09		31/10/09	Action complete. New terms of reference agreed for advisory groups.	C				
2.4	Area based community cohesion strategies to be agreed. (East agreed ) Rolling programme with another 3 areas to be agreed by March 10	Sarah Buckler Diversity and Inclusion Manager	31/03/10			Action on target. Strategies agreed for 2 areas. Work ongoing with other areas.	T				
2.5	Review Impact and Needs Requirement Assessment process (INRA) to ensure it includes Community impact	Sarah Buckler Diversity and Inclusion Manager	31/10/09			Action on target. Review now extended to include partnership approach. This may possibly delay target date	T				
2.6	Develop 2 year plan to move from achieving to excellent in the new equality framework	Sarah Buckler Diversity and Inclusion Manager	31/10/09			Action on target. New Strategic Inclusive Communities group set up	T				
2.7	Ensure PREVENT plan is completed, adopted and communicated with high priority	Sarah Buckler Diversity and Inclusion Manager	31/12/09			Action on target. Plan completed and adapted. Communication strategy being implemented.	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
2.8	Review delivery of the Sunderland City Wide Racist Incident Reporting system (ARCH) to include other types of Hate related incidents	Sarah Buckler Diversity and Inclusion Manager	31/10/09			Action on target. Plans and funding in place to develop certain elements. Further resources required to achieve all elements	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
3	Continuing lack of recognition of/ support for/ involvement in Sunderland as one City	05/03/2009	Dave Smith Chief Executive			
Causes						
A continuing lack of 'community cohesion' in its broadest sense Continuing differing perceptions of priorities and requirements based on local understandings/ perceptions Elected Members (of all political parties) 'being required' by their local communities to take a narrow (almost ward based) view on some issues						
Impact Details						
Lack of a singular/ cohesive community identity Consequent lack of buy in/support of the 'Sunderland brand' External initiatives to promote the city (e.g. economic development) are undermined or have reduced levels of success						
Current Controls						
Well established and supported Local Strategic Partnership has developed and communicated the Sunderland Strategy (linked to Improvement Priorities and National Indicators)						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	Y
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		2.67	3.06	8.15	N/A	
Residual Risk Scores March 2009		2.22	2.50	5.56	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Continuing lack of recognition of/ support for/ involvement in Sunderland as one City												
Risk Mitigation												
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status	
			Original	Amended	Completed							
3.1	Review communication, understanding and positioning of the 'Sunderland' brand within the Sunderland Partnership and area committees	Deborah Lewin Director of Communications and Marketing	31/10/09			Action on target. Marketing group established for the City. City Centre Board established. Joint approach to World Cup bid	T					
3.2	Review communication, understanding and positioning of the 'Council' brand	Deborah Lewin Director of Communications and Marketing	31/03/10			Action on target. Developed a segmented approach to internal communications. "Sunderland way of working" pack developed	T					
3.3	Collate more detailed information about citizens on a locality basis to establish more effective engagement with local communities	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Interim Place Survey to be completed before the end of December to collect ward data. Range of projects introduced to address NI 1 and NI 4	T					
3.4	Develop a plan to promote the One City approach based upon its core values of fairness and decency	Deborah Lewin Director of Communications and Marketing	31/03/10			New action	N					
3.5	Develop a communication plan around Community Leadership Programme, defining the purpose of the Council and the role of members as community leaders	Deborah Lewin Director of Communications and Marketing	31/03/10			New action	N					

Risk Identification		Risk Status:	Open	
ID	Risk Description	Date Identified	Risk Owner	
4	Failure of the Council to support Elected Members to deliver their relevant community leadership role	05/03/2009	Dave Smith, Chief Executive	
Causes				
Failure of the Council to increase the understanding of Members in relation to the Community Leadership Role				
Impact Details				
Scrutiny is a key priority with the Council but it will not be totally successful unless members have the capability to address it effectively. Members require the tools to get involved and effectively communicate on Council matters to increase visibility, reputation and image of Sunderland.				
Current Controls				
All members of cabinet have a balanced score card and a 360 degree appraisal based on this. Training/ development needs have been identified and being developed.				
Linked with Corporate Improvement Priorities (Yes/ No)				
CIP1 Prosperous City	N	CIP4 Learning City	N	
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	
CIP3 Safe City	N	CIP6 Customer Focused Services	N	
CIP7 One Council		Y		
CIP8 Efficient and Effective Council		N		
CIP9 Improving Partnership Working		N		
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009	3.06	3.06	9.34	N/A
Residual Risk Scores March 2009	2.39	2.06	4.91	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Failure of the Council to support Elected Members to deliver their relevant community leadership role											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
4.1	Implement the Community Leadership Programme to encourage take up of opportunities e.g. through identifying Member Champions. The Community Leadership Programme Board to scope the following projects:	Phil Spooner Programme Manager	30/09/09		30/09/09	Action deleted. Individual scoping actions outlined below 4.2 - 4.6	Deleted				
4.2	Community Leadership Councillor	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete. Scoping agreed. Developments include i. Production of a Vision for Community Leadership, a role definition for Community Leadership Councillors, the identification of key support requirements and main front line service issues ii. Action on support needs prioritised by Members (e.g. production of the Service Directory, Cabinet Directory) iii. Launch of the first corporate Member Satisfaction Survey	C				
4.3	Recognition for action	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete. Project Scope agreed.	C				
4.4	Review of Sunderland Partnership	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete. Review of LSP structures completed	C				



Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
4.5	Responsive Local Services	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete Project scope agreed	C				
4.6	Area Governance	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete. Scoping agreed. Key work streams include: <ul style="list-style-type: none"> <li>• Area Committee Boundary Review</li> <li>• Development of Local Area Plans</li> <li>• Review of Area Committee membership</li> <li>• Review of Area Committee governance and business processes</li> <li>• Review of Area governance support roles and functions</li> <li>• Definition of Neighbourhoods</li> </ul>	C				
4.7	Community Leadership Councillor 1. Review Cabinet support and consult with Members 2. Develop mandate for comprehensive review of Member support services 3. Develop electronic support services	Phil Spooner Programme Manager	31/03/10			New action	N				
4.8	Recognition for Action Develop CLP communications strategy	Phil Spooner Programme Manager	31/03/10			New action	N				

Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
4.9	Responsive Local Services Launch first wave activity after seeking approval from Cabinet and briefing all Area Committees	Phil Spooner Programme Manager	31/03/10			New action	N				
4.10	Area Governance Develop Area Performance Frameworks. Review voluntary and community sector representation on Area Committees Develop Area Committees commissioning role	Phil Spooner Programme Manager	31/03/10			New action	N				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
5	Continuing difficulties in addressing the perception gap between the services the Council currently delivers and the overall evaluation of the Council	05/03/2009	Dave Smith, Chief Executive			
Causes						
While most aspects of the Council's day to day service delivery are regarded as being good by the majority, many wholly place 'blame ' on the Council for the City's continuing long term concerns (e.g. around crime/ fear of crime, ill-health, economic and social deprivation, etc) and mark its overall performance down accordingly.						
Impact Details						
Negative impacts on the image of the Council Some view the Council as being 'distant' (or worse uncaring/ unfair) Damage to the council reputation and political standing						
Current Controls						
Customer Services' offer multiple means of contact including e mail, internet, telephone and letter. Face to face meetings with staff via Customer Service Centres Contact Centre available 08:00 - 18:30 Monday - Friday. Extensive annual survey of customer satisfaction by external organisation (MORI) with findings reviewed and acted upon						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	Y
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.00	3.28	9.83	N/A	
Residual Risk Scores March 2009		2.56	2.33	5.96	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Continuing difficulties in addressing the perception gap between the services the Council currently delivers and the overall evaluation of the Council

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
5.1	Implement the Business Improvement Programme (BIP) customer service review project	Andrew Seekings Head of Programme & Project Office	31/12/09	31/03/10		Action delayed. Target date changed to 31/3/10 Scoping work now under taken. Completion date stated in Project Initiation Document (PID) as March 2010	D				
5.2	Utilise the Demos Trust initiatives to help address analysis of the population	Sarah Reed Assistant Chief Executive	31/12/09			Action on target. Project undertaken with Demos trust in the summer. Methodology now used in engagement work.	T				
5.3	Utilise "MOSAIC" analysis software to gain a better understanding of different segments of the population	Sarah Reed Assistant Chief Executive	31/12/09			Action on target. Continuing to use on an Area and Ward basis. Linked to the Community Leadership Programme and the Recognition for action project. Work embedded through the performance management system	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
6	Difficulties in implementing effective engagement and consultation with communities	05/03/2009	Dave Smith, Chief Executive			
Causes						
Ineffective consultation arrangements. Failure to establish representative cross section of the local community (including hard to reach groups. Incomplete/ inadequate/ misdirected market research. Low levels of support for/ responses to consultation processes.						
Impact Details						
Inaccurate or unrepresentative data. Unstable decision making. Opposition within the local community to the implementation of subsequent strategies and policies						
Current Controls						
Effective consultation processes. Experienced researchers and analysts. Digital Challenge Programme						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	Y	CIP9 Improving Partnership Working	N
Risk Assessment						
Inherent Risk Scores March 2009		3.00	3.11	9.33	Reason for Risk Movement	
Residual Risk Scores March 2009		2.50	2.28	5.69	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Difficulties in implementing effective engagement and consultation with communities											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
6.1	Strengthening of the Consultation Group and database to facilitate the sharing of information, expertise, knowledge and best practice and better co-ordinate activity	Nadine Morrisroe Consultation Manager	30/09/09	31/03/10		Action delayed. Target date changed to 31/03/10 An event was held in August with officers and partners regarding this and a report will be compiled with findings and options regarding a possible way forward.	D				
6.2	Procurement and implementation of an e-consultation solution to encourage wider involvement in engagement activity and support the consultation database	Nadine Morrisroe Consultation Manager	30/09/09	31/03/11		Action delayed Target date changed to 31/03/11 A requirements specification has been drawn up and project group formed to evaluate tenders for a new solution. All solutions have been evaluated and an options appraisal is being drawn up. A report will go to EMT in September/ October with recommendation for which package to procure. Implementation timescales and tasks will be subsequently be agreed. Provisional target date of March 2011 pending definitive timescales.	D				
6.3	Commence Implementation of the Community Development Plan	Jane Hibberd Assistant Head of Community Services	30/09/09		01/09/09	Action complete Plan was agreed by Sunderland Partnership and Cabinet in June 2009. Work has now begun on the implementation of the plan. The plan is expected to be an iterative document which will be developed to reflect improvements and changing requirements.	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
6.4	Establish a Community Development Exchange for Community Development practitioners; Council, Sunderland Partnership organisations and VCS organisations	Jane Hibberd Assistant Head of Community Services	31/03/10			Action on target Work continues to be on target to develop efficient and effective integration of the Voluntary Community Sector via the Community Development Exchange and new Area Arrangements.	T				
6.5	Review of Sunderland Community Network and the development of Area Forums within the context of the Community Leadership programme	Jane Hibberd Assistant Head of Community Services	30/09/09		01/09/09	Action complete The review has been complete and the Sunderland Community Network has been established. The issue of participation and representation in Area Arrangements is under consideration and will be resolved by the end of the year.	C				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
7	Failure to utilise the corporate programme / project methodology to deliver Council programmes and projects on time, on budget and to quality	05/03/2009	Dave Smith, Chief Executive		
Causes					
Unstructured approach to project governance and coordination					
Impact Details					
Cost overruns have to be met from the Council's reserves. Adverse publicity Delays					
Current Controls					
Programme and Project Office. Contract development/ review by Legal with tendering in accordance with European law (OJEU) requirements. PRINCE2 project management methodology					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		3.67	3.50	12.83	
Residual Risk Scores March 2009		3.50	2.61	9.14	Controls put in place

\*Risk scores calculated on scoring software using averages



Risk: Failure to utilise the corporate programme / project methodology to deliver Council programmes and projects on time, on budget and to quality											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
7.1	Define a Portfolio approach to programmes and projects to provide a corporate overview	Andrew Seekings Head of Programme & Project Office	30/09/09		30/09/09	Action complete Improvement Programme Report drafted, to be discussed with Chief Executive (15 Sept 09) and at the initial Improvement Board (22 Sept 09)	C				
7.2	Prioritise Corporate projects and agree corporate portfolio	Andrew Seekings Head of Programme & Project Office	30/09/09	31/03/10		Action delayed Target date changed to 31/3/10 Review of Corporate Project Register required, portfolio to be prioritised following the set up of the Improvement Board.	D				
7.3	Define and roll out a Programme Management methodology	Andrew Seekings Head of Programme & Project Office	30/09/09		30/09/09	Action Complete- Programme Management Methodology defined (MSP) being utilised on all three corporate programmes.	C				
7.4	Develop training framework for programme management to ensure it delivers the appropriate skills and competencies	Andrew Seekings Head of Programme & Project Office	31/03/10			Action on target. In Progress - MSP Training for Key Officers to take place (w/c 19Oct09)	T				
7.5	Complete a P3M3 (Portfolio, Programme and Project Management Maturity Model) self assessment questionnaire and identify areas for improvement.	Andrew Seekings Head of Programme & Project Office	31/03/10			Action on target Work not started but timescales achievable.	T				
7.6	Programmmme and Project office to review the effectiveness of Quality Assurance	Andrew Seekings Head of Programme & Project Office	31/03/10			New Action	N				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
8	Failure to deliver a major business improvement project in timely and cost effective manner	05/03/2009	Dave Smith, Chief Executive		
Causes					
Unstructured approach to project governance and coordination. Inability to measure improvement. Ineffective communication.					
Impact Details					
Cost overruns. Staff unable or unwilling to embrace the required changes in working practices. Adverse impacts on staff morale. Cost/time implications of having to roll further communication and training					
Current Controls					
Programme and Project Office PRINCE2 methodology including, monitoring, reporting and review procedures					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N		
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N		
CIP3 Safe City	N	CIP6 Customer Focused Services	N		
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		3.39	3.39	11.48	
Residual Risk Scores March 2009		3.00	2.50	7.50	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Failure to deliver a major business improvement project in timely and cost effective manner											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
8.1	Review governance arrangements for internal Business Improvement Programme (BIP) activities.	Andrew Seekings Head of Programme & Project Office	30/09/09		30/09/09	Action complete Reviewed as part of the Improvement Programme Report.	C				
8.2	Review ongoing arrangements for effective communication and consultation with internal teams likely to be affected by the programmes	Andrew Seekings Head of Programme & Project Office	31/03/10			Action on target. Communication strategy implemented	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
9	Failure to implement a strategy/ deliver a plan that makes the most efficient/ effective use of land/ property in the Council's portfolio	05/03/2009	Janet Johnson, Deputy Chief Executive			
Causes						
Lack of knowledge of the land/ property portfolio Land/property requirements not linked to the delivery of the Sunderland Strategy/ Improvement Priorities Effects of the economic downturn Lack of suitable developers coming forward to take advantage of available opportunities Lack of Council funding to kick start initiatives						
Impact Details						
Failure to achieve anticipated capital receipts Ongoing costs of failing to achieve anticipated efficiency savings Delayed/ abandoned development opportunities ( e.g. regeneration of existing sites; new housing developments) Impacts on the achievement of Corporate Improvement Priorities (notably Prosperous City)						
Current Controls						
Land/property portfolio is now drawn together into one department enabling an integrated approach to be developed A detailed business plan (inc benefits) is required and must be approved before new developments are sanctioned A number of initiatives are in place to protect Council buildings e.g. security team, building security standard, CCTV, asset register						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.28	3.56	11.65	N/A	
Residual Risk Scores March 2009		3.00	2.83	8.50	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Failure to implement a strategy/ deliver a plan that makes the most efficient/ effective use of land/ property in the Council's portfolio											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
9.1	Agree Asset Disposal Strategy and report to Cabinet	Colin Clark Head of Land and Property	30/09/09	07/10/09		Action delayed. Target date changed to 7/10/09 Report agreed by Executive Management Team and is due to report to Cabinet on 7/10/09.	D				
9.2	Agree property rationalisation strategy through Smarter Working Project and asset management action plan coming out of Audit Commission Review of strategic asset management	Colin Clark Head of Land and Property	31/12/09			Action on target. Due to be completed by year end.	T				
9.3	Complete review of use of community assets and prepare policy for community asset use and transfer	Colin Clark Head of Land and Property	31/12/09			Action on target. Due to be completed by year end.	T				
9.4	Agree strategic acquisitions policy	Colin Clark Head of Land and Property	31/12/09			Action on target. Due to be completed by year end.	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
10	Failure to establish and embed an integrated approach to the management of crime and fear of crime	05/03/2009	Dave Smith, Chief Executive			
Causes						
Ineffective partnership working between the Council and its partners in relation to the causes of crime Specific failures of policies/procedures						
Impact Details						
Legal challenge, increase in crime figures, increase in anti-social behaviour, failure to uphold the Statutory duty. Increasing costs to the Council and/or its partners from responses to criminal activities ( e.g. cost of investigation and clean up) Loss of reputation and political standing Decrease in public satisfaction Fear of crime increases						
Current Controls						
Partnership structures in place inc a quarterly Board and a bi-monthly business support group for monitoring performance. The Partnership produces an annual Strategic Intelligence Assessment to identify priorities/ areas of focus and action. Programmes implemented to address identified priorities e.g. taxi marshal scheme in the city centre, increased CCTV.						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		Y	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	Y
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.44	3.00	10.33	N/A	
Residual Risk Scores March 2009		2.72	2.17	5.90	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Failure to establish and embed an integrated approach to the management of crime and fear of crime											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
10.1	Following changes to Section 17of the Crime and Disorder Act 1998 refresh awareness of peoples responsibilities under it	Stuart Douglass Safer Communities Manager	30/09/09	31/01/10		Action delayed. Target date changed to 31/1/10. This is delayed due to staff vacancies. A presentation/briefing session has been prepared and 3 sessions for managers from across the City Council will be promoted before the end of September. The sessions will take place in November (x2) and January (x1).	D				
10.2	Review internal arrangements for information sharing	Stuart Douglass Safer Communities Manager	31/12/09			Action on target. A protocol has been signed by Responsible Authorities and key partners within Safer Sunderland Partnership. However, new action under this risk has been identified in relation to information security, transmission, storage and retention of data. This work will involve a dedicated task group to also cover action required by the Safeguarding Children Board as a response to Lord Laming's report. This work will be scoped by the end of October and it is likely that new actions will roll into 2010/11 in relation to comprehensively delivering this work	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
10.3	Review policy and strategy in relation to crime and fear of crime taking due account of the potential introduction of the duty to reduce reoffending.	Stuart Douglass Safer Communities Manager	31/03/10			Action on target. A Reducing Reoffending Manager commences employment in the Safer Communities Team from 1/10/09 and a Reducing Reoffending Delivery Plan will be produced by March 2010.	T				
10.4	Review partnership arrangements to ensure due recognition of their impact on crime and the fear of crime.	Stuart Douglass Safer Communities Manager	31/03/10			Action on target. A comprehensive review has been completed in line with Statutory requirements and the majority of actions implemented and complete. A lighter touch refresh will take place as part of the Partnership Strategic Intelligence Assessment to be presented to the Safer Sunderland Board in December 09.	T				



Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
11	Failure to manage financial pressures	05/03/2009	Keith Beardmore, Director of Financial Resources		
Causes					
(Impacting factors, Government Efficiency targets, Comprehensive Spending Review 2007 settlement etc) Future potential revisiting of 2010 / 11 settlement. Difficult outlook for government grant settlement 2011 / 12 onwards. Impact of Credit Crunch on budget e.g. increased demand for central services ; reduced income in a number of areas. Increased pressure to address Strategic Priorities. Equal pay and associated costs Major projects					
Impact Details					
Reduced levels of service delivery Reduced capabilities to respond to 'emerging' needs/ demands Potential reduction in the size of the Council's overall workforce Impairment of reputation and political standing					
Current Controls					
1. Medium Term Financial Strategy 2. Financial Management System (FMS) 3. Budget Monitoring 4. Service policy reviews5. Budget Planning Framework which incorporates - use of cash limits;- target efficiency savings- corporate and service efficiency reviews- policy on reserves Constitution and budget management e.g. nominated budget holder agreed and identified in Corporate Improvement Plan (CIP).					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009	3.70	3.10	11.46		N/A
Residual Risk Scores March 2009	3.28	2.50	8.21	Controls put in place	↓

\*Risk scores calculated on scoring software using averages

Risk: Failure to manage financial pressures

**Risk Mitigation**

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
11.1	Report Medium term financial strategy ( MTFS) to Executive Management Team (EMT) and agree priorities and Budget Planning Framework on an annual basis	Keith Beardmore Director of Financial Resources	Annually			Action on target. Will be presented to the EMT at its away day on 13th October 2009	T				
11.2	Identification of and agreement of efficiency targets for 1. Specific corporate projects 2. Directorate targets on an annual basis	All Chief Officers	Annually			Action on target. Efficiency Targets advised to Chief Officers / Directors by memorandum dated 10th August, 2009	T				
11.3	Continue to implement \ upgrade Financial Management System (FMS) system to assist in the achievement of business benefits and to support the Business Improvement Programme.	Keith Beardmore Director of Financial Resources	Annually			Action on target. Human Capital Management (HCM) and FMS Consolidation now subsumed within the HR / Payroll Project Phase 2 and Project Initiation Document (PID) nearing finalisation.	T				
11.4	Undertake quarterly review and monitor the effectiveness of the Treasury Management Strategy to protect the Councils assets from the uncertainty in financial markets	Keith Beardmore Director of Financial Resources	Quarterly			Action on target. First quarterly review to be submitted in October 2009	T				
11.5	On-going review and monitoring of current financial situation to identify any possible financial impacts on Council plans and business	All Chief Officers	Annually			Action on target. MTFS returns submitted and reviewed in July 2009	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
11.6	Undertake annual review of Directorate Budget Monitoring Processes to ensure the impacts of the current financial situation are immediately highlighted and acted upon.	All Chief Officers	Annually			On target Annual review of Directorate corporate budget management schemes undertaken each March Additional corporate review September 2009 which will fundamentally review budget monitoring processes across the Council to ensure the most appropriate and effective systems and processes are used, while ensuring the most cost effective approach is adopted.	T				
11.7	Continue to implement Supplier Relationship Management (SRM)	Keith Beardmore Director of Financial Resources	31/03/10			Action on target. SRM due to be implemented by November 2009. E Invoicing business case being prepared.	T				
11.8	Continue to implement Business Improvement Programme (BIP) improvement priorities and Sunderland Service Improvement Framework to achieve Benefits Realisation	Andrew Seekings Head of Programme & Project Office	30/09/09	31/03/10		Action delayed. Target date changed to 31/3/10 Scoping work under taken Completion date stated in PID as March 2010	D				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
12	Inability to match human resources and skills/ abilities to meet the changing organisational requirements	05/03/2009	Dave Smith, Chief Executive		
Causes					
Council unable to train / develop existing employees to gain the required skills to undertake new roles. Staff recruitment and retention. Unplanned absence levels					
Impact Details					
Reductions in quality of service delivery Increased costs of recruitment, training and development. Reduced morale among existing staff					
Current Controls					
Corporate Training Programme. Remuneration and benefits packages regularly monitored. Targeted 'employment package' reviews. Wide ranging non-pay benefits. Regular communication and consultation with the recognised trade unions.					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		3.00	2.89	8.67	
Residual Risk Scores March 2009		2.67	2.50	6.67	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Inability to match human resources and skills/ abilities to meet the changing organisational requirements

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
12.1	Review arrangements for communicating the details of overall employment packages with staff (e.g. by means of team meetings, performance appraisals, intranet and notice boards, etc.) Ensure that all service development processes consider opportunities to improve the recruitment and retention impact of flexible working options.	Sue Stanhope Director of HR & OD	31/03/10			Action on target. Smarter Working Project PID and outline business case due Oct 09. This will enhance our ability to take advantage of flexible options as well as driving this through property rationalisation. Service Improvement Projects are taking account of flexible working options in order to maximise process efficiency and meet needs to extend service provision outside of normal working hours. Pilot Flexi time areas (no core time, extended start and finish times) are now delivered and evaluated - will deliver proposals to EMT to extend this approach to other suitable areas. Recruitment advertising through AskRecruitment publicises flexible opportunities where appropriate.	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
12.2	As has been completed in the past, review potential to complete targeted 'employment package' reviews for those areas where current staff shortages are most critical. Prior to implementing any change to the employment package, carry out an analysis of the current situation in relation to retention and recruitment. E.G. what current flexible working opportunities are available and utilised? what other factors might be in play. Use evidence from the Investors in People (IIP) review, stress survey, exit interviews (include ex-employees), focus groups	Sue Stanhope Director of HR & OD	31/03/10			Action on target. Employee survey currently being carried out in Children's Services Safeguarding Service. Whole authority survey to be carried out early 2010. IIP review to take place in October 2009. These will form the basis of analysis of the current perception of employees	T				

Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
12.3	Review and implement workforce development strategy and plan (including wider recognition of succession planning)	Sue Stanhope Director of HR & OD	30/09/09	31/07/10		Action delayed. Revised target date July 10. There are three key strands to bring together to ensure that the workforce development strategy meets the emerging needs of the Council. The Children's Services and Adult Services strategies are in development to ensure that they meet the specific changing needs of those areas. The overall strategy needs to take full account of the impact of the economic downturn on public finances alongside the Sunderland Way of Working and Operating Model. A strategy is in development to facilitate a "reshuffling" of our workforce to ensure that our downsizing needs are met in the most efficient way (minimising negative impact on individuals) and complimentary to our ongoing and changing need to fill "tomorrow's jobs".	D				

Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
12.4	Ensure recognition within the workforce development strategy of social and inclusion requirements	Sue Stanhope Director of HR & OD	30/09/09		30/09/09	<p>Action complete.</p> <p>The need to restructure will naturally restrict intake of new employees. This is likely to restrict the pace at which our overall workforce changes composition to become more diverse and representative of our community. Plans, referred to above, give opportunity to improve diversity within the existing workforce; for example, challenging stereotypical views of gender exclusive roles. The Workforce Diversity Plan sets out a series of target outcomes and associated actions for 5 key areas, comprising: targets, monitoring, evaluation and involvement; leadership, mainstreaming and service transformation; recruitment; development; employee relations and well-being. Apprenticeships are focussing on disadvantaged young people (e.g. those coming out of local authority care) in order to ensure we offer opportunities to those most in need rather than cherry picking those who are best placed. New action to be developed to achieve the targets set out in Workforce Diversity plans</p>	C				



Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
12.5	Ensure increased focus on apprenticeships in particular link to "hard-to-fill-roles" with a particular focus on the roles/skills we will need in future years. Consider other recruitment / development routes to support changes emerging from the introduction of the new business operating model and business improvement projects where demand for some skills falls while demand for others rises.	Sue Stanhope Director of HR & OD	30/09/09		30/09/09	Action completed. Initial target achieved and work on-going. New team established by EMT to bring better focus to apprenticeships and other work placements. This team will focus on future skills needs and target disadvantaged groups. The target intake for apprenticeships is doubled to 100. Current figures are: total placements 161, of which 118 are filled, 23 are in the process of being filled and 20 roles are still to be identified.	C				
12.6	Use service improvement projects to identify retraining/ re-deployment opportunities. Where improvement projects are likely to result in downsizing of employees numbers, then we need a process which explores the potential, matches this to needs in "hard-to-fill" or newly developing roles and plans development/redeployment	Sue Stanhope Director of HR & OD	31/03/10			Action on target. Principle of retraining and redeployment included in communications plan for Sunderland Way of Working / Operating Model project. Outline process developed in draft form.	T				
12.7	Maximise non financial benefits to position the Council as an employer of choice.	Sue Stanhope Director of HR & OD	31/03/10			Action included within 12.2 above	M T				

Risk Identification		Risk Status:	Open	
ID	Risk Description	Date Identified	Risk Owner	
13	Adverse outcome of current legal considerations in relation to Single Status & Equal Pay	05/03/2009	Dave Smith, Chief Executive	
Causes				
Judgement against the Council on the outstanding legal challenges.				
Impact Details				
Legal costs and damages. Adverse publicity, reputation damage and damage to political standing				
Current Controls				
Council has deployed external legal specialists. The Council has built up reserves to meet its anticipated level of financial liability and a bit more. (However they are not big enough for the worst case scenario). Several strands of work have been/ are being deployed to avoid the potential of future financial liabilities				
Linked with Corporate Improvement Priorities (Yes/ No)				
CIP1 Prosperous City	N	CIP4 Learning City	N	
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	
CIP3 Safe City	N	CIP6 Customer Focused Services	N	
CIP7 One Council	N	CIP8 Efficient and Effective Council	N	
CIP9 Improving Partnership Working	N	CIP10 Improving the Council's Financial Position	N	
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009	3.94	3.56	14.03	
Residual Risk Scores March 2009	3.94	3.05	12.02	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Adverse outcome of current legal considerations in relation to Single Status & Equal Pay											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
13.1	Continue to defend the Council's position through the tribunals and continually review the situation following judgements expected to continue into 2010.	Sue Stanhope Director of HR & OD	31/03/10			Action on target. The tribunal process is ongoing with further cases already scheduled well into 2010.	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
14	Governance arrangements are not adequate to ensure that the Council is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner	05/03/2009	Keith Beardmore, Director of Financial Resources			
Causes						
Failure to demonstrate adequately that Council's activities are being conducted openly and transparently Failure to demonstrate/account fully and openly for the expenditure of public money						
Impact Details						
Unbudgeted costs. Adverse publicity. Resultant general damage to the Council's reputation and political standing						
Current Controls						
Standing orders, delegation of authority protocols and similar policies and procedures Codes of conduct for staff and Elected Members Scrutiny Process. Centralised arrangements for procurement. Financial management systems Internal / External audit activities. Constitution. Local Code of Corporate Governance. Corporate Governance Review (including action plan)						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.06	2.67	8.15	N/A	
Residual Risk Scores March 2009		2.44	1.67	4.07	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Governance arrangements are not adequate to ensure that the Council is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner												
Risk Mitigation												
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status	
			Original	Amended	Completed							
14.1	Review arrangements for governance structures established for the implementation of major projects.	Andrew Seekings Head of Programme & Project Office	30/09/09		30/09/09	Action complete Reviewed as part of the Improvement Programme Report. Also links to the work being completed on resource management and resource prioritisation.	C					
14.2	Ensure governance requirements are highlighted as a key element of the Community Leadership Programme	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete Included within the Community Leadership Programme	C					
14.3	Develop further governance training for Members and officers.	Paul Davies Head of Audit & Procurement	30/09/09	30/11/09		Action delayed. Target date changed to 30/11/09 Member training on Corporate Governance and Risk Management is planned for November 2009	D					
14.4	Develop counter fraud strategy for the Council	Paul Davies Head of Audit & Procurement	31/03/10			New action	N					

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
15	Failures within the Council to identify/ develop/ implement changes that enable it to meet the challenges of value for money and efficiency savings	05/03/2009	Keith Beardmore, Director of Financial Resources		
Causes					
Cross cutting 'efficiency savings' projects/programmes do not yield anticipated benefits. Suitable measures not available to measure accurately the levels of success that have been achieved. Directorates unable to identify opportunities or are unable to secure the financial support to put them in place					
Impact Details					
Inability to meet the overall target leading to requirements to rework the budget/ increasing Council tax. Service delivery standards need to change. Potential job losses within/ across the Council					
Current Controls					
Targeted approach to make efficiency savings in specific areas and/ or across the Council as a whole.. Well established and robust approaches to budget setting and monitoring Efficiency strategy					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment					
Risk Impact		Risk Likelihood		Risk Score*	
Inherent Risk Scores March 2009		3.44		3.39	
Residual Risk Scores March 2009		3.06		2.56	
				11.67	
				7.81	
				Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Failures within the Council to identify/ develop/ implement changes that enable it to meet the challenges of value for money and efficiency savings

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
15.1	Develop delivery plan to implement council's new Business operating model (Sunderland Way of Working)	Andrew Seekings Head of Programme & Project Office	30/09/09		30/09/09	Action completed	C				
15.2	Develop Comprehensive Area Assessment improvement plan in response to use of Resources self assessment	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Comprehensive Area Assessment scores expected by the end of September. Range of improvement plans in place eg Asset Management Improvement Plan. Community Cohesion Improvement Plan. Review to be undertaken following receipt of assessment scores	T				
15.3	Improve skills of council employees in relation to customer care and avoidable contact	Andrew Seekings Head of Programme & Project Office	31/03/10			Action on target. Head of Customer Services appointed to further develop accessible, relevant and efficient services.	T				
15.4	Implement Local Area Plans to ensure value for money considerations at an area level	Vince Taylor Head of Strategic Economic Development	31/03/10			Action on target. Plans being developed	T				
15.5	Introduce council wide self assessment model to support strategic planning process	Sarah Reed Assistant Chief Executive	31/10/09			Action on target. Model established and testing on going. To be introduced into the strategic planning process for 2010-11	T				
15.6	Review medium term financial strategy to support operating model and delivery of key projects	Keith Beardmore Director of Financial Resources	31/03/10			Action on target Will be picked up through the budget process	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
15.7	Implement commissioning strategy.	Paul Davies Head of Audit & Procurement	31/12/09			Action on target. The Corporate Service Improvement Framework (i.e. commissioning framework) was considered by EMT in March 2009. The principles of this framework will be taken forward as part of the emerging Improvement Programme and new Operating Model.	T				
15.8	Implement revised procurement strategy - ensuring an appropriate balance between procuring locally and managing the Council's finances effectively.	Paul Davies Head of Audit & Procurement	31/12/09			Action on target. New Procurement Strategy was agreed by Cabinet in July 2009. The new unified structure was agreed by Personnel in September 2009. A number of actions are included within the Strategy to ensure better vfm is secured whilst ensuring that there is an increase on the use of local suppliers. A bid for WNF monies is being considered by the WNF Board to fund a project to assist with the aim of increasing the use of local suppliers.	T				
15.9	Develop Detailed plans to review the following areas of working -strategic and shared support services -commissioning and service delivery improvement -customer services -ICT -procurement	Andrew Seekings Head of Programme & Project Office	31/03/10			New action	N				



Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
15.10	Implement Comprehensive Area Assessment improvement plan in response to use of Resources self assessment	Sarah Reed Assistant Chief Executive	30/09/10			New action	N				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
16	ICT strategy and operational focus are not yet fully aligned to the needs and requirements of the Council and its partners	05/03/2009	Dave Smith, Chief Executive			
Causes						
Difficulties in establishing and delivering clear strategic objectives Council/ directorate/ department/ partner ICT requirements and priorities are not clearly defined						
Impact Details						
Lack of efficiency/ effectiveness at Council/ directorate/ department level. Disaster Recovery (DR) and Business Continuity Management (BCM) arrangements and requirements not understood by managers and staff. Council's ICT systems are not compatible with those of its partner						
Current Controls						
ICT Technical Blueprint developed. Upgrades to infrastructure. Disaster recovery arrangements and Business Continuity Plans in place						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.50	3.50	12.25	N/A	
Residual Risk Scores March 2009		3.28	2.72	8.92	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: ICT strategy and operational focus are not yet fully aligned to the needs and requirements of the Council and its partners

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
Delivery of the ICT Technical Blueprint to support the Business Improvement Programme (BIP) and facilitate the implementation of the Business Operating Model. Including delivery of the following 7 enabling projects (EP)											
16.1	EP5 Infrastructure SAP / ICT (To ensure servers are fit for purpose)	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. Initial analysis undertaken and systems satisfactory. On-going process to ensure servers remain fit for purpose to deliver Blueprint	C				
16.2	EP6 Business Warehouse (BI) (Information storage)	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action Complete First phase of BI, which was SRM reporting, delivered. Phase 2 to be started	C				
16.3	EP13 VOIP (Voice over internet protocol)	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. There may be a follow on project to move HHAS and CS Cisco VOIP over to Avaya but that has not been agreed or funded yet	C				
16.4	EP14 E-procurement (Supplier Relationship Management (SRM))	Tom Baker Corporate Head of ICT	30/09/09	31/12/09		Action delayed Target date changed to 31/12/09 Project is due for completion in November other than some outstanding developments for ICT ordering and Schools catalogue access.	D				
16.5	EP3 Interim Customer Contact Solution (ICCS) - Phase 2 - Review migration to Sunderland Contact Centre network	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. System implemented.	C				
16.6	EP11 Performance Management (IT system implementation)	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. System installed. Data testing on-going	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
16.7	EP12 E-payments (cash receipting replacement )	Tom Baker Corporate Head of ICT	30/09/09	30/04/10		Action delayed. Target date changed to the 30-4-10, Next stage is to obtain the approval of Cabinet and begin the procurement process.	D				
16.8	Identify additional ICT skills required to deliver corporate ICT strategy and directorate road maps	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. Covered as part of technical blueprint work. New action to review required skills to reflect on going delivery of the IT Blueprint	C				
16.9	Ensure ICT strategy recognises partnership working requirements	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. Covered as part of technical blueprint work	C				
16.10	Deliver an action plan to address gaps in ISO 27001 compliance	Tom Baker Corporate Head of ICT	30/09/09		30/09/09	Action complete. New action to review all controls by the re-certification in 2011	C				
16.11	Review arrangements re updating, testing and communicating BCM arrangements. In particular, consider activities to promote/confirm local plans and arrangements for IT Disaster recovery	Tom Baker Corporate Head of ICT	31/03/10			Action on target. Continuing progress being made to secure systems and provide appropriate back up.	T				
16.12	Further develop a Business Continuity managed solution to reflect business needs for required infrastructure and critical functions	Tom Baker Corporate Head of ICT	31/03/10			Action on target. Included within 16.11	M T				
16.13	Investigate systems to prevent unauthorised data downloads	Tom Baker Corporate Head of ICT	31/12/09			Action on target. Now include within 16.18	M T				
16.14	Consider use of secure removable devices and audit tools	Tom Baker Corporate Head of ICT	31/12/09			Action on target. Now include within 16.18	M T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
16.15	Continue to migrate away from legacy problems/ ageing system architecture.	Tom Baker Corporate Head of ICT	31/03/10			Action on target. Covered as part of technical blueprint work	T				
16.16	Investigate file-store increase as an interim measure. Replace existing server with new multi server configuration for higher levels of resilience	Tom Baker Corporate Head of ICT	31/12/09			Action on target. Work in progress	T				
16.17	Develop overarching IT Strategy	Tom Baker Corporate Head of ICT	31/12/10			New action	N				
16.18	Local Government Data Handling project to review data security issues including policies responsibilities and communication	Tom Baker Corporate Head of ICT	31/12/10			New action	N				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
17	Difficulties in achieving health inequality targets and closing the gap on related performance targets/ standards in relation to high profile areas	05/03/2009	Dave Smith, Chief Executive		
Causes					
Lack of defined/ effective mechanisms/ programmes through which to deliver improvements. Failure by the Council and/or its partners to deliver effective contributions. Inability to offer effective solutions/ opportunities Impact of economic downturn					
Impact Details					
Failure to achieve the targeted outcomes/ levels of improvement in the health and wealth of the community. Continuing 'disappointing' performance against key National Indicators					
Current Controls					
Healthy City' thematic group set up under the Sunderland Partnership. Close working with NHS South of Tyne and Wear. Programmes set up to encourage people to take more responsibility for their health and fitness and to provide education, training and employment opportunities for young persons					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	Y	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		3.50	3.39	11.86	
Residual Risk Scores March 2009		3.11	2.72	8.47	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Difficulties in achieving health inequality targets and closing the gap on related performance targets/ standards in relation to high profile areas											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
17.1	Ensure that the overall long term targets to improve health of the city are supported by stretching but achievable interim targets. embedded within the Local Area Agreement, Sunderland Strategy and Comprehensive Area Assessment	Nonnie Crawford Director of Public Health	30/09/09		01/09/09	Action complete. Completed Targets set out in the LAA and Sunderland Strategy	C				
17.2	Healthy City Partnership to identify for each target, stretching but achievable interventions	Nonnie Crawford Director of Public Health	31/03/10			Action on target. Initial interventions have been developed, but other actions will be required to address the long term issues.	T				
17.3	Develop a more sophisticated approach to address areas of specific disadvantage to reduce inequalities within Sunderland	Nonnie Crawford Director of Public Health	31/03/10			Action on target. Total Place initiative has commenced and its aim is to develop, Safer, Stronger, Healthier Communities. It involves a Partnership approach across Sunderland, Gateshead and South Tyneside. The following targets remain a concern: NI 136: People supported to live independently through social services (all ages) NI 123: 16+ current smoking rate prevalence NI39: Alcohol-harm related hospital admission rates NI 120: All – age mortality rates: NI112: Under-18 Conception rate	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
17.4	Ensure alignment of all sub groups with responsibility for delivering specific health targets	Nonnie Crawford Director of Public Health	31/03/10			Action on target. Initial workshop undertaken in June and options report to be taken to Partnership meeting in November.	T				
17.5	Through the workings of the Healthy City Partnership obtain a better understanding of resources available across the city	Nonnie Crawford Director of Public Health	31/03/10			Action on target. Single Investment Plan being developed for the City by Director of Financial Resources	T				
17.6	Implement proactive health checks including cardiovascular risk assessments for 40-75 year olds	Nonnie Crawford Director of Public Health	30/09/09		01/09/09	Action complete. Programme up and running	C				
17.7	Review the types of interventions that can be implemented to address alcohol misuse	Nonnie Crawford Director of Public Health	31/12/09			Action on target. Pilot project within Total Place on Alcohol and Drugs misuse to maximise the effectiveness of services, map out the cause and effects of abuse, agree areas for development .	T				
17.8	Continue to monitor and plan for the development and spread of the H1N1 strain of influenza.	Nonnie Crawford Director of Public Health	On-going			Action on target. Work on-going	T				



Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
18	Fail to fundamentally reduce child poverty levels in Sunderland	05/03/2009	Helen Paterson, Executive Director of Children's Services			
Causes						
Key triggers are recognised as including: Unemployment, low attainment, teenage conception rates, lone parents, high levels of NEET, high levels of financial exclusion, low take up of family centred services by families in need, poor housing standards for families in need, health inequalities, low aspirations, disability, looked after children						
Impact Details						
Children in poverty lack experience/ opportunities compared to other children. Children are exposed to severe hardship and can become socially excluded. Fail to break down the cycle of poverty -poor children tend to grow up to become poor adults and poor adults tend to produce poor children. Damage to society and local communities, inequality gap becomes greater, local economy suffers, greater drain on resources						
Current Controls						
Formal governance arrangements in place through the LSP with delegated responsibility to Economic Prosperity Partnership. Child Poverty Board formally constituted with named Partners and chaired by Children's Services Portfolio holder. Political leadership through the Child Poverty Champion, Deputy Leader of the Council, Councillor Florence Anderson. Draft Sunderland Child Poverty Strategy. Draft Action plan and agreed outcomes. Planning and delivery by Partners.						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City	Y	CIP4 Learning City	Y	CIP7 One Council	Y	
CIP2 Healthy City	Y	CIP5 Attractive and Inclusive City	Y	CIP8 Efficient and Effective Council	Y	
CIP3 Safe City	Y	CIP6 Customer Focused Services	Y	CIP9 Improving Partnership Working	Y	
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.33	3.44	11.48		N/A
Residual Risk Scores March 2009		3.06	3.00	9.17	Controls put in place	↓

\*Risk scores calculated on scoring software using averages

Risk: Fail to fundamentally reduce child poverty levels in Sunderland

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
18.1	Establish a Strategic Partnership	Raj Singh Assistant Head of Service, Child Poverty	30/09/09		26/08/09	Action complete. Strategic Partnership established. Governance arrangements agreed. First Board meeting held on 26/08/09	C				
18.2	Conduct research to establish baseline assessment of child poverty and current levels in Sunderland.	Raj Singh Assistant Head of Service, Child Poverty	30/09/09		30/09/09	Action completed by 30/09/09. Baseline figures established.	C				
18.3	Formulate a Child Poverty Model.	Raj Singh Assistant Head of Service, Child Poverty	31/12/09		30/09/09	Action completed by 30/09/09. Sunderland Child Poverty included in strategy	C				
18.4	Put in place a Strategic Implementation Plan setting out the Sunderland Model.	Raj Singh Assistant Head of Service, Child Poverty	31/03/10			Action on target Development session planned for November 2009 for Partners to formulate an action plan and agree outcomes	T				
18.5	Align actions with regional policy group on child poverty (coalition)	Raj Singh Assistant Head of Service, Child Poverty	31/01/10	31/03/10		Action delayed. Target date changed from 31/01/10 to 31/03/10 Meeting took place with Regional Child Poverty Champion. Started process of aligning Sunderland programme with regional plans. Action delayed due to reliance on Partners to accommodate formalisation of regional plan.	D				
18.5	Develop a risk register for the strategy and action plan	Raj Singh Assistant Head of Service, Child Poverty	31/01/10			New action	N				

Risk Identification		Risk Status:	Open
ID	Risk Description	Date Identified	Risk Owner
19	Failure by the Council and/or its strategic partners to understand, embrace and evidence progress towards the outcomes of the Sunderland Strategy and Local Area Agreements and, in the nearer term, to meet the challenges of the Comprehensive Area Assessment	05/03/2009	Dave Smith, Chief Executive
Causes			
Lack of communication/ understanding of the outcomes and how they can be measured. Conflicting priorities in relation to the delivery of the outcomes. Inability/ unwillingness /confusion to establish and embrace new ways of working to deliver the outcomes			
Impact Details			
Adverse effects on the Comprehensive Area Assessment. Reduced levels of trust/ confidence across/ between strategic partners. Delays in the delivery of Improvement Priorities.			
Current Controls			
Sunderland Partnership long established body (predating the Government white paper) with a good history of co-operative working. Ongoing restructuring to ensure Sunderland Partnership continues to be fit for purpose. Sunderland Strategy and local area agreements developed following extensive consultation and with active involvement of private and third sector partners as well as other public sector partners. Sunderland Strategy, local area agreements and thematic partnerships extensively communicated and discussed and are considered to be understood and accepted by partners. Relevant performance indicators (national and local) developed, agreed and communicated. There are 33 priority indicators. Partnership has been managing delivery of projects funded by the Neighbourhood Renewal Fund (NRF) since 2004 and is now managing projects under the Working Neighbourhood Fund (WNF). Arrangements in place to gather and analyse data relevant to most agreed performance indicators			
Linked with Corporate Improvement Priorities (Yes/ No)			
CIP1 Prosperous City	N	CIP4 Learning City	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N
Risk Assessment			
Inherent Risk Scores March 2009	3.33	Risk Likelihood	3.17
Residual Risk Scores March 2009	3.00	Risk Score*	10.56
		Reason for Risk Movement	Controls put in place

\*Risk scores calculated on scoring software using averages

**Risk:** Failure by the Council and/or its strategic partners to understand, embrace and evidence progress towards the outcomes of the Sunderland Strategy and Local Area Agreements and, in the nearer term, to meet the challenges of the Comprehensive Area Assessment

Risk Mitigation												
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status	
			Original	Amended	Completed							
19.1	Ensure the topic/ requirements are fully covered within the Community Leadership Programme	Phil Spooner Programme Manager	30/09/09		30/09/09	Action complete. Included within the Community Leadership Programme	C					
19.2	Continue to review the quality and timeliness of data received and analysed in support of National and/or agreed local indicators, in particular the data being provided by partner organisations	Sarah Reed Assistant Chief Executive	30/09/09		30/09/09	Action complete. Analysis undertaken and data sets available as soon as is practicable. Issues remain over availability of national data	C					
19.3	Establish targets/ outcomes where there are no current indicators	Sarah Reed Assistant Chief Executive	30/09/09		30/09/09	Action complete. Targets entered onto performance management system	C					
19.4	Ensure co-ordinated response to the initial findings of the Audit Commission's report, in particular to follow up on any identified red flag items	Sarah Reed Assistant Chief Executive	31/12/09			Action on target. Review to be undertaken following receipt of assessment scores.	T					
19.5	Improve Thematic / Cross Cutting Partnerships to ensure that they are fit for purpose to deliver Local Area Agreement targets and Sunderland Strategy	Sarah Reed Assistant Chief Executive	30/09/09		30/09/09	Action complete. Work undertaken to strengthen the Partnerships. Position will continue to be monitored and reviewed	C					

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
19.6	Review and challenge the Sunderland Strategy / Local Area Agreement / Multi Area Agreement delivery plans to ensure that they are comprehensive and robust to reduce the deprivation gap: 1) between areas within Sunderland 2) between Sunderland and the national average.	Sarah Reed Assistant Chief Executive	30/09/09		30/09/09	Action complete. Self assessment developed for LSP. Review is part of the Strategic planning process. Position will continue to be monitored and reviewed	C				
19.7	Identify a resource framework for each target within Local Area Agreement / Sunderland Strategy	Keith Beardmore Director of Financial Resources	31/03/10			On target	T				

Risk Identification		Risk Status:	Open				
ID	Risk Description	Date Identified	Risk Owner				
20	Failure to find and/or implement suitable arrangements to meet the City's waste collection, management and disposal requirements	05/03/2009	Ron Odunaiya Executive Director City Services				
Causes							
Unable to agree a suitable site. Reduced number of organisations able to tender as a result of the economic recession. Public dissatisfaction and /or ongoing health and safety concerns. Capital cost exceed current estimates. Adverse effects on current kerb side collection contract							
Impact Details							
Reputational damage and political standing local, regional and Central Government level. Each authority will need to identify and implement of its own solution, Loss of economies of scale anticipated from partnership working. Increased time/ effort on managing the current kerb side collection system.							
Current Controls							
The Partnership Board and sub-groups. Partnership's technical review. A communication strategy and plan. Effective arrangements for the management of the current kerb side collection contract.							
Linked with Corporate Improvement Priorities (Yes/ No)							
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N	
CIP2 Healthy City		Y	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N	
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N	
Risk Assessment							
Risk Impact		Risk Likelihood		Risk Score*		Reason for Risk Movement	
Inherent Risk Scores March 2009		3.78		3.28		12.38	
Residual Risk Scores March 2009		3.33		2.33		7.78	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Failure to find and/or implement suitable arrangements to meet the City's waste collection, management and disposal requirements											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
20.1	Partnership to agree on a location for the site and obtain the required planning permission	Peter High Project Director Strategic Waste	30/09/09		01/09/09	Action complete Site identified within the Gateshead authority for the purposes of the Private Finance Initiative (PFI) Business Case	C				
20.2	Council to decide if Short-term Waste Recovery contracts or purchase of Landfill allowance trading scheme (LATS) provides better value for money pending procurement of a long term solution	Peter High Project Director Strategic Waste	30/09/09	30/10/09		Action delayed Target date changed to 30/10/09 Level of clarifications required during tendering process has not allowed a fully informed decision to be made. Resolution and decision now expected to be made by 30/10/09	D				
20.3	New waste management arrangements to be introduced including:  • New recycling arrangements • New Contract for green waste • New Contract for recyclables • Landfill arrangements	Peter High Project Director Strategic Waste	30/04/10			Action on target All contracts progressing as expected. No significant issues preventing contract implementation by April '10	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
21	Difficulties in ensuring that Sunderland's viewpoint is expressed, recognised and acknowledged within international, national, regional and/ or sub regional forums	05/03/2009	Dave Smith, Chief Executive			
Causes						
Change in the balance of regional/ sub regional partnership working						
Impact Details						
Citizens of Sunderland do not receive (actual or perceived) fair treatment from regional/ sub regional agreements Missed/ not fully taken opportunities (development, funding, other new initiatives ) Adverse publicity Impact on reputation and political standing						
Current Controls						
Active on-going participation of Elected Members and Officers in regional and sub regional committees and other forums Sunderland City Council representatives taking leading roles in several regional /sub regional groups International Strategy						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	Y
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	Y
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		2.89	3.00	8.67		N/A
Residual Risk Scores March 2009		2.67	2.39	6.37	Controls put in place	

\*Risk scores calculated on scoring software using averages



Risk: Difficulties in ensuring that Sunderland's viewpoint is expressed, recognised and acknowledged within international, national, regional and/ or sub regional forums											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
21.1	Ensure Sunderland is a proactive player in Multi Area Agreements (MAAs), in particular to identify and secure support for appropriate local projects	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Continue to review effectiveness	T				
21.2	Finalise the analysis of Member / officer representation on external bodies to identify where further representation is required. Link these findings to the Community Leadership Programme.	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Analysis completed and capacity building on going	T				
21.3	Work with partners to secure their greater involvement in appropriate sub regional/ regional groups etc.	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Work is planned but not yet implemented	T				
21.4	Review Partnership links within the sub region & region to maximise opportunities for Sunderland	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Work on going eg Total Place Project. Developing a carbon neutral theme for the region	T				
21.5	Further develop effective working relationships with regional partners including Government Office North East (GONE) and Audit Commission to allay any perception issues	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Effective relationships developed both regionally and nationally. Lead on a number of projects eg Community Cohesion	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
21.6	Ensure all workstreams of Regional Improvement and Efficiency Partnership (RIEP) are supported and opportunities for Sunderland are maximised	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Joined up process to maximise opportunities. Leading on a number of projects. Number of funding applications accepted	T				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
22	Failure by the Council and/or its strategic partners to fully engage and maximise the advantages from working in partnership with the Third Sector to deliver the outcomes of the Sunderland Strategy and Local Area Agreements	05/03/2009	Ron Odunaiya Executive Director City Services		
Causes					
Lack of understanding of third sector organisations. Lack of appreciation of the contributions the third sector makes and the value they add. Third sector considered to have poor governance arrangements. Third sector considered to have little capacity and/or capability. Fail of partners to effectively support the Third sector.					
Impact Details					
Objectives/ outcomes of the Sunderland Strategy not delivered or fail to meet quality expectations. Third sector become disengaged and alienated.					
Current Controls					
Programme of engagement with Third Sector organisations Third sector represented at LSP, area committees and thematic partnerships. Effective Council support arrangements Working Neighbourhood Fund (WNF)					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	Y
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		2.78	3.17	8.80	
Residual Risk Scores March 2009		2.56	2.56	6.53	Controls put in place

Risk: Failure by the Council and/or its strategic partners to fully engage and maximise the advantages from working in partnership with the Third Sector to deliver the outcomes of the Sunderland Strategy and Local Area Agreements													
Risk Mitigation													
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status		
			Original	Amended	Completed								
22.1	Establish a Community Development Exchange for Community Development Practitioners; Council, Sunderland Partnership organisations and Voluntary Community Sector (VCS) organisations	Jane Hibberd Assistant Head of Community Services	31/03/10			Action on target. Work continues to be on target to develop efficient and effective integration of the Voluntary Community Sector via the Community Development Exchange with new Area Arrangements. (X-Ref Risk 6 Action 4).	T						
22.2	Secure sign-up to the Sunderland Compact and operate in a 'Compact Compliant' manner;	Julie Gray Head of Community Services	30/04/10			Action on target. The Sunderland Compact was agreed by Sunderland Partnership and Cabinet in June 2009. Voluntary and Community Sector organisations are beginning to sign-up, and expect the majority of organisations will have signed-up by April 2010.	T						
22.3	Development of a Corporate Commissioning and Resource Framework for the Voluntary Community Sector (VCS);	Jane Hibberd Assistant Head of Community Services	31/03/10			Action on target. Draft framework is subject to internal review with a view to circulating for wider consultation early 2010.	T						
22.4	Review of community assets to determine long term strategy.	Jane Hibberd Assistant Head of Community Services	31/12/09			Action on target. Continue to work closely with Development and Regeneration on the review of community assets and development of a joint report later this year.	T						

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
23	Inadequate preparation to support the transfer of responsibility for 16-19 funding from the Learning and Skills Council (LSC) to Local Authorities in 2010	05/03/2009	Helen Paterson, Executive Director of Children's Services		
Causes					
Detailed proposed changes to machinery of government with regard to the creation of an effective system to deliver the learning entitlement to 16-19 year olds. Changes include the transfer of £7 billion of annual revenue funding to local authorities from Learning and Skills Council from 2010/11. There is currently a lack of clarity regarding the transition, in particular for funding arrangements, support availability, resource allocation and proposed infrastructures.					
Impact Details					
Sunderland unable to influence regional and sub regional decisions. Fail to align children and young people learning with adult learning. Fail to secure funding for 16-19 learning in Sunderland. Fail to reduce NEET (Not in Education, Employment of Training) figures. Lack of trust between providers and local authority.					
Current Controls					
Tyne & Wear and Northumberland Sub Regional Group (SRG) . Thematic sub groups e.g. Learning Difficulties and Disabilities (LDD). Shadow Regional Planning Group. Regional Planning Forum. Sunderland's Machinery of Government Project Board. North East Interim Regional Planning Group (RPG). 14-19 Partnership. Children's Trust					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	Y	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009	3.22	3.00	9.67		N/A
Residual Risk Scores March 2009	3.10	1.70	5.28	Controls put in place	↓

\*Risk scores calculated on scoring software using averages

Risk: Inadequate preparation to support the transfer of responsibility for 16-19 funding from the Learning and Skills Council (LSC) to Local Authorities in 2010												
Risk Mitigation												
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status	
			Original	Amended	Completed							
23.1	Define regional and sub regional working arrangements and protocols including conflict resolution	Lynda Brown Head of Standards, Children's Services	31/03/10			Action on target. Regional and sub regional working arrangements in draft but there has been no detailed discussion on content to date.	T					
23.2	Produce a project plan to support the tracking and transition years	Lynda Brown Head of Standards, Children's Services	30/09/09		30/09/09	Action Complete. Initial plan in place - to be updated as project progresses	C					
23.3	Identify demand and plan provision to meet needs of young people (Sept Guarantee)	Lynda Brown Head of Standards, Children's Services	31/10/09			Action on target. Strategic analysis completed by Learning & Skills Council. Local Authority to quality assure by Oct 09.	T					
23.4	Set out commissioning plan to achieve growth targets in participation for September 2010	Lynda Brown Head of Standards, Children's Services	31/07/10			Action on target. Within strategic analysis completed by Learning & Skills Council. Council to quality assure	T					
23.5	Develop a communications strategy and plan to ensure adequate engagement with Sunderland Providers of post 16 learning.	Lynda Brown Head of Standards, Children's Services	30/09/09		30/09/09	Action Complete. Communication plan in place - to be updated as project progresses.	C					
23.6	Agree responsibilities with sub regional network for performance management and quality assurance to ensure that the system raises standards for young people	Lynda Brown Head of Standards, Children's Services	31/03/10			Action on target. Agreement to roles and responsibilities progressing.	T					

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
24	Failure of the Council to deliver the Sunderland Strategic Transport Corridor (SSTC) in timely and effective manner	05/03/2009	Ron Odunaiya Executive Director City Services			
Causes						
Delays in the decision making process Difficulties in site availability and/or preparation Technical difficulties in bridge design and construction 'Substandard' performance of contractors						
Impact Details						
Project overrun Increased costs Impairment of reputation and political standing						
Current Controls						
Agreed Project Governance structure in place with robust project management and reporting arrangements Strict Procurement procedures in place to carry out rigorous evaluation and selection of contractors / consultants Comprehensive assurance arrangements in place to oversee and monitor key project activities						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.67	3.39	12.43		N/A
Residual Risk Scores March 2009		3.39	2.56	8.66	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Failure of the Council to deliver the Sunderland Strategic Transport Corridor (SSTC) in timely and effective manner											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target		Completed	Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended							
24.1	Produce a report in regard to the selection options for the proposed new bridge	David Abdy SSTC Project Director	30/09/09		04/09/09	Action complete. A Cabinet paper was developed and submitted for 9/9/09 meeting which details the how the landmark bridge concept could be translated into a design that could be manufactured, constructed and maintained within the current cost envelope. This information would be used to assist a decision of the bridge option to choose.	C				
24.2	Submit Planning Application	David Abdy SSTC Project Director	30/09/09	13/11/09		Action delayed. Target date changed to 13/11/09. Re-scheduled to enable a better quality application to be prepared, focussing on the Traffic Modelling.	D				
24.3	Finalise concept bridge funding strategy	David Abdy SSTC Project Director	30/09/09		04/09/09	Action complete. A Funding and Risk Strategy paper has been developed and information from this has been submitted with the Cabinet paper (9/9/09)	C				
24.4	Submit Compulsory Purchase Orders (CPO) to Gov Office North East	David Abdy SSTC Project Director	30/09/09			Action on target. Compulsory Purchase Order (CPO) scheduled to be submitted on 23/9/09.	T				



Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
24.5	Develop draft Procurement Strategy	David Abdy SSTC Project Director	30/09/09	08/10/09		Action delayed. Target date changed to 8/10/09. A Legal and Procurement Group has been established and are working towards finalising the Procurement Strategy with the help of a Procurement expert from Fabers Maunsell. Strategy due to be submitted to next Project Board (8/10/09) for agreement.	D				
24.6	Develop draft Consultation / Communication Strategy	David Abdy SSTC Project Director	30/09/09		27/08/09	Action complete. The Communication Strategy was agreed at Project Board in August 09.	C				
24.7	Appoint Bridge Designer for Detailed Design	David Abdy SSTC Project Director	30/11/09			New action	N				
24.8	Appoint Highways Designer for Detailed Design	David Abdy SSTC Project Director	30/11/09			New action	N				
24.9	Appoint Category 3 Checker, for bridge design	David Abdy SSTC Project Director	31/01/10			New action	N				
24.10	Complete Bridge and Highways design	David Abdy SSTC Project Director	31/10/10			New action	N				
24.11	Submit MSBC to DfT for Conditional Approval	David Abdy SSTC Project Director	31/12/10			New action	N				
24.12	Obtain CPO Powers and Consents (subject to Public Inquiry, mid 2010; and potential SofS call in, Feb 2011)	David Abdy SSTC Project Director	28/02/11			New action	N				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
24.13	DfT approve Conditional Approval business case	David Abdy SSTC Project Director	28/02/11			New action	N				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
25	Failure to deliver the key physical regeneration projects (including the City Centre and the Sea Front)	05/03/2009	Janet Johnson, Deputy Chief Executive			
Causes						
Lack of demonstrable progress on several high profile developments. Current economic downturn impacting on potential development of sites (further delays caused by developers' lack of interest, lack of funding etc) Going forward, development of the Seafront (Roker and Seaburn) will be an opportunity/ challenge for the Council. It is recognised as a natural asset with potential to bring in revenue through tourism and leisure Difficulties in site availability and/or preparation						
Impact Details						
Lost opportunities to access funding and reduced levels of inward investment Constrained ability to attract both visitors and new commercial ventures Ongoing constraints to the city's attractiveness/ ongoing 'blight' in most affected areas Continued negative 'external image' Reduced levels of aspiration for the community Loss of specific development opportunities						
Current Controls						
Current Council Member and Office leadership have embarked on programme of re-engagement with the Sunderland Arc. Various initiatives being taken to overcome specific obstacles to development and regeneration e.g. consultations re the development of the Seafront will commence during 2009.						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.78	3.44	13.01	N/A	
Residual Risk Scores March 2009		3.33	3.00	10.00	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Failure to deliver the key physical regeneration projects (including the City Centre and the Sea Front)											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
25.1	Review potential for other partners in the Sunderland Strategy to work with the Council and the arc to identify options to kick-start interest in the regeneration/ development opportunities	Janet Johnson, Deputy Chief Executive	31/03/10			Action on target. Work progressing on a number of development opportunities eg working with Her Majesty's Court Service (HMCS).	T				
25.2	Deliver and monitor the Sunderland ARC (Urban Regeneration Company) business plan	Janet Johnson, Deputy Chief Executive	31/03/10			Action on target. Work progressing on the delivery of the Business Plan. Council sit on the Sunderland arc Board to monitor progress.	T				
25.3	Ensure that suitable resources are aligned with Project Initiation and Development	Janet Johnson, Deputy Chief Executive	31/03/10			New Action Looking at various funding streams and ways to increase skills base. City Centre Programme Board now in place.	N				
25.4	Ensure regeneration activities align with Statutory Framework (eg Local Development Framework etc) and Economic Development Masterplan	Janet Johnson, Deputy Chief Executive	31/03/10			New Action. Work progressing to co-ordinate all the regeneration work. Steering Committee and Working Group in place to monitor developments.	N				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
26	The Economic Master Plan and/ or Single Investment Plan is not fit for purpose	05/03/2009	Dave Smith, Chief Executive		
Causes					
Decisions on economic development and regeneration are made in silo on a project by project basis and are not adequately informed in light of the Sunderland Strategy					
Impact Details					
Opportunities to deliver the Sunderland Strategy are not implemented/ are not maximised. The City fails to diversify its employment base					
Current Controls					
Dedicated team (under the leadership of Vince Taylor, Head of Strategic Economic Development) is overseeing the production of the economic masterplan. Extensive consultation with partners.					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		3.83	3.39	12.99	
Residual Risk Scores March 2009		3.50	2.61	9.14	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: The Economic Master Plan and/ or Single Investment Plan is not fit for purpose

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09		Status	Progress Update April 2010		Status
			Original	Amended	Completed								
26.1	Review/ develop the communication strategy for the Economic Masterplan that ensures effective engagement with partners and stakeholders.	Vince Taylor Head of Strategic Economic Development	30/09/09		30/09/09	Action complete. Strategy developed and communications officer appointed. Strategy to be continually reviewed.	C						
26.2	Consultants to carry out an in-depth and mature assessment of the Sunderland economy and its physical development and public realm	Vince Taylor Head of Strategic Economic Development	30/09/09		30/09/09	Action complete. GENECON have produced a Baseline paper 'Setting a Direction: Position Statement'	C						
26.3	Consultants to indicate potential directions in which the City's economy should be encouraged to develop. The options should be referenced against a projection for the future of Sunderland's economy based on current and emerging plans and evidence. (i.e. a baseline position)	Vince Taylor Head of Strategic Economic Development	30/09/09		30/09/09	Action complete. Potential directions have been identified and appraised. Difficulties were encountered in identifying the baseline position due to the economic downturn.	C						

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
26.4	Consultants to identify the strategic objectives to support development of the economy Each objective should include the key economic interventions and associated physical developments required, and an assessment of deliverables with project prioritisation and milestones	Vince Taylor Head of Strategic Economic Development	31/03/10			Action on target. Aims have been developed with quantitative work on going to produce detailed objectives	T				
26.5	Consultants to undertake an In depth analysis of specific challenges and opportunities facing the city, including a City Centre Strategy.	Vince Taylor Head of Strategic Economic Development	30/09/09		30/09/09	Action complete. Review undertaken and opportunities identified eg Offshore wind farming technology and City Centre development. Strategies to be produced for these areas by March 10	C				
26.6	Implement the current review of governance arrangements for the city centre to provide a co-ordinated approach for future development	Vince Taylor Head of Strategic Economic Development	30/09/09		30/09/09	Action complete. City Centre Board established	C				
Actions identified to support 'quick wins' for the local economy are outlined below											
26.7	Review the effectiveness of the single point of contact for initial business help enquiries in the city.	Lee Cranston Assistant Head of Corporate Policy	31/03/10			Action on target. Single point of contact introduced by business Link North East. Effectiveness being monitored	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
26.8	Review the effectiveness of the business support services in the city.	Lee Cranston Assistant Head of Corporate Policy	31/12/09			Action on target. Following a review of advice services in the city a number of developments have been implemented to improve access. These include commissioning voluntary and community sector organisations to provide advice services within local community settings and doing more to coordinate the provision of advice services across the council.	T				
26.9	Continue to promote advice for businesses in the city on how to reduce the impact of the recession	Lee Cranston Assistant Head of Corporate Policy	31/03/10			Action on target. A brochure comprehensively setting out the business support offer, including the new measures introduced locally and nationally, was produced and distributed to all businesses in the city. Advice and support has also been provided through a series of Business Link North East events	T				
26.10	Continue to promote the availability of Small Business Rate Relief	Lee Cranston Assistant Head of Corporate Policy	31/03/10			Action on target. A detailed newsletter was sent to every business in the city, reminding them of the small business rate relief, and also to explain changes advised by Government.	T				



Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
26.11	Introduce measures to the council's procurement practices that will enable small, local businesses to access council contracts more easily.	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. A number of actions are included within the new Procurement Strategy to secure an increase in the use of local suppliers. A bid for Working Neighbourhood Fund (WNF) monies is being considered by the WNF Board on 15th September to fund a project to assist with this aim.	C				
26.12	Continue to develop and implement a promotional campaign to attract leisure visitors to the City.	Lee Cranston Assistant Head of Corporate Policy	31/12/09			Action on target. The Sunderland tourism team is working with the Area Tourism Partnership on a number of campaigns to actively encourage visitors to spend time, and in essence, money in Sunderland.	T				
26.13	Continue to roll out the measures set out in the Working Neighbourhoods Strategy.	Lee Cranston Assistant Head of Corporate Policy	31/03/10			Action on target. A number of initiatives that will support people into work or self employment have been progressed as part of the Working Neighbourhoods Strategy	T				
26.14	Develop proposals to double the number of young apprentices recruited by the council and work with other public and private sector partners to increase the number of apprenticeship opportunities available in the city.	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. Programme introduced and recruitment of apprentice has doubled	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
26.15	Work with partners to produce a comprehensive guide to the benefits available through the council and other sources	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. An internet portal has been developed that provides access to a comprehensive menu of advice and information. This covers advice on benefits, money management, dealing with redundancy and finding employment.	C				
26.16	Review the 'Handy tips' guide which sets out advice that may enable people to minimise the impact of the recession.	Lee Cranston Assistant Head of Corporate Policy	31/03/10		30/09/09	Action complete. A 'Handy Tips' guide was reviewed and distributed to all households in the city. The guide provided information on free advice, free activities and special offers to help people use resources more effectively during the economic downturn.	C				
26.17	Organise a series of money advice sessions that provide access to specialist, independent advice services to be delivered in local community facilities.	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. Sessions delivered	C				
26.18	Review the 'In and Out of Work' pilot initiative.	Lee Cranston Assistant Head of Corporate Policy	31/03/10			Action on target. The council's Benefit Service has introduced the 'In and Out of Work' pilot project. Using Government Connect, the council, the Tax Credit Office and the DWP are now able to share in and out of work claims effectively and efficiently	T				
26.19	Promote and provide advice on the government's mortgage support products.	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. The council is offering advice on the government's Mortgage Rescue Scheme to assist people with mortgage related problems	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
26.20	Accelerate the consideration of the Local Housing Company option.	Lee Cranston Assistant Head of Corporate Policy	31/12/09			Action on target. Now included within risk 1	M T				
26.21	Review the schedule of planned capital projects with the purpose of identifying those that can be brought forward.	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. Quick wins identified for the City Centre. Key projects group set up to ensure early completion of identified projects	C				
26.22	Encourage the employment of local labour and local businesses by identifying opportunities to increase the use of targeted employment and training clauses in appropriate council tenders	Lee Cranston Assistant Head of Corporate Policy	30/09/09		30/09/09	Action complete. A new post of Capital Procurement Manager has been agreed by the Personnel Committee on 3rd September. One of the functions of this new post will be to identify opportunities for the use of targeted employment and training clauses and ensure they are used where appropriate.	C				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
27	High profile or widespread failure to meet obligations and expectations linked to the Council's responsibilities for safeguarding children and young people	05/03/2009	Helen Paterson Executive Director of Children's Services		
Causes					
A high profile incident of abuse against a child or young person. Critical Ofsted feedback arising from Unannounced Inspection. Failures by the Council and/or its partners ( e.g. NHS Trust, police, schools) in 'the Children's Trust' to observe and/or report and communicate potential incidents of abuse. Inappropriate response by the Council and/or its partners to incidents that are reported. Fail to recruit and retain adequate numbers of qualified and experienced social work staff. Lack of documentary evidence of actions that have been taken or decisions made (possible outcome from a critical external audit). Inadequate levels of supervision and management of services delivered. Failure to allocate child protection or looked after children cases and thus leaving vulnerable children 'at risk'Critical Ofsted judgement of standard of high profile Serious Case Review report provided by the Council.					
Impact Details					
Children are seriously harmed. Loss of public confidence. Damage to reputation with any/all stakeholder groups. Increased stress/ reduced motivation within staff Efficiency losses (with consequent budgetary impacts) Diversion of management time into this audit, review, inspection process					
Current Controls					
Current policies and procedures in place include: quality assurance processes, independent review officers, action plans, integrated children's system, increased number of children's social workers (from 56 to 70), performance reviews, safeguarding board established, a robust recruitment and retention strategy in place. An audit of cases open to case management has been undertaken, including all vulnerable unborn, all children subject to a child protection plan, all children in need aged 0 - 5 and a 10% sample of CiN aged 5 - 18. The audits have been undertaken by external auditors. All Local Authorities and Health providers completed an audit in 2003. Sunderland have revisited this audit and prioritised actions using RAG ratings. Procedures and practices to minimise risk to vulnerable unborn babies have been improved. Post Haringey audit complete. Case procedures reviewed and revised. Initial assessments undertaken by the Initial Response Team - Case Management. Quality Assurance sub group of Safeguarding Board receives data and provides adequate challenge at monthly meetings. Project Board, 2 task groups, action plan, risk logs and self assessment tool for announced/ unannounced inspections.					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City	Y	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	Y
Risk Assessment					
Risk Impact		Risk Likelihood		Risk Score*	
Inherent Risk Scores March 2009		3.83		3.11	
Residual Risk Scores March 2009		3.33		2.11	
				11.93	
				7.04	
				Controls put in place	
				↓	

\*Risk scores calculated on scoring software using averages

Risk: High profile or widespread failure to meet obligations and expectations linked to the Council's responsibilities for safeguarding children and young people											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
27.1	Implement Safeguarding Business Improvement Project (BIP) which focuses on case management.	Children's Service Strategy Implementation Manager	31/01/10	31/03/11		Action delayed. The PID has been completed and will go to the Programme Board by December 09. The project implementation date has been amended from 31/01/10 to 31/03/11 to provide clear linkage with the 'Sunderland Way of Working' programme. New Head of Service for Safeguarding, Meg Boustead commenced 02.11.09.	D				
27.2	Work with corporate Performance Improvement Team to strengthen quality assurance framework	Safeguarding and QA Manager	30/09/09		30/09/09	Action complete. An extensive amount of work has been completed including a post Haringey audit which led to a review and revision of routine case procedures. All initial assessments are undertaken by the Initial Response Team in Case Management. Audits have been undertaken on all child in need cases.	C				
27.3	Move initial assessments to Initial Response Teams	Assistant Head of Safeguarding	30/09/09		30/09/09	Action complete. Initial assessments have been moved to Initial Response Teams apart from assessments for disabled children, as intended.	C				
27.4	Prepare for new unannounced Ofsted inspections for Initial Response Teams	Assistant Head of Safeguarding	30/09/09		30/09/09	Action complete. Project Board and two task groups are leading on the announced and unannounced inspections. Work is progressing on the completion of the self assessment. An action plan and risk log is in place.	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
27.5	Sub Group of Sunderland Safeguarding Children's Board are offering challenge to Social Care performance and quality (to be completed on an annual basis)	Jan Van Wagtendonk Chair of Sunderland Safeguarding Board	31/03/10		30/09/09	Action complete. Quality Assurance sub group receives data and provides adequate challenge at monthly meetings.	C				
27.6	Implement actions from the Sunderland Children's Trust Laming Plan	Sue Winfield - TPCT / Keith Moore DEDCS	31/12/09	01/04/10		Action delayed. Janet Newton attends group. An action plan has been developed and is currently being monitored and amended. The implementation of all actions has been delayed from 31/12/09 to the 01/04/10. This is due to the reliance upon national guidance in order to complete a number of original recommendations.	D				
27.7	Complete the actions within the self evaluation toolkit and risk logs to ensure that safeguarding services have in place appropriate evidence to meet inspection criteria	Head of Safeguarding	31/12/09			New Action	N				
27.8	Agreement to over-recruit into those parts of the service to which work has been reallocated.	Head of Safeguarding	31/01/10			New Action Recruitment process for a fostering officer has commenced - anticipated start date early 2010	N				

Risk Identification		Risk Status:	Open	
ID	Risk Description	Date Identified	Risk Owner	
28	Failure to maximise the availability and productivity of employees	05/03/2009	Dave Smith, Chief Executive	
Causes				
Unplanned absence levels. Incomplete/ inconsistent implementation of standards/ requirements around performance management and training and development policies				
Impact Details				
Reduced levels of staff morale/ job satisfaction. Consequent reductions in efficiency and effectiveness. Increased levels of staff turnover/ linked additional costs of recruiting and training replacements Utilisation of e-learning will improve through using this approach to support key change initiatives, directing people towards the resource through the Sunderland Leadership Programme and other training events. Increasing the capacity and ability of Union Learning Representatives to engage front-line employees, with a particular initial focus on "skills for life"				
Current Controls				
A comprehensive absence management policy, with supporting arrangements and procedure is in place a Pilot project with the health service and funded by PCT: health checks to identify and track key health stats with 'key risk groups' Absence management is one of the Business Improvement Projects (BIP).The council now has a comprehensive suite of e-learning modules				
Linked with Corporate Improvement Priorities (Yes/ No)				
CIP1 Prosperous City	N	CIP4 Learning City	N	
CIP2 Healthy City	Y	CIP5 Attractive and Inclusive City	Y	
CIP3 Safe City	N	CIP6 Customer Focused Services	N	
		CIP7 One Council	N	
		CIP8 Efficient and Effective Council	Y	
		CIP9 Improving Partnership Working	N	
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009	3.26	3.26	10.65	
Residual Risk Scores March 2009	2.89	2.79	8.07	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Failure to maximise the availability and productivity of employees											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
28.1	Monitor and ensure ongoing management of those areas within the Council where levels of unplanned absence remain unacceptably high through the absence management project and continuing day to day activity	Sue Stanhope Director of HR & OD	31/03/10			Action on target. Attendance management project. Employee Well-being Project. OHU waiting lists reduced.	T				
28.2	Review employee communications strategy, in particular to emphasise the Council's responses to the effects of the current economic downturn	Sue Stanhope Director of HR & OD	31/12/09			Action on target. Key messages and FAQs included in comms plan for Sunderland Way of Working and Operating Model. E-Learning module covering the key messages and manager's role in supporting the change developed and being shared with Heads of Service for refinement, prior to cascading to all managers. Workwise September edition, delayed for 1 month in order to pick up key messages. Other messages and vehicles for communication being developed as part of project.	T				
28.3	Ensure roll out of planned health and safety monitoring arrangements	Sue Stanhope Director of HR & OD	30/09/09		30/09/09	Action completed Monitoring process rolled out across the Council	C				



Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
28.4	Seek assurance that the discharge of health and safety responsibilities is recognised in the performance appraisal of all line managers	Sue Stanhope Director of HR & OD	31/12/09			Action on target. Already included in appraisal documentation, within the job knowledge section. The one-to-one discussion provides opportunity for managers to discuss any H&S related issue. The current Audit will provide an overview of how well this is happening.	T				
28.5	Review, strengthen as appropriate and clearly re-communicate the value and importance of health and safety responsibilities/ statutory duties and the organisational and individual consequences of failing to do so	Sue Stanhope Director of HR & OD	31/12/09			Action on target. Internal Audit are currently reviewing levels of manager engagement and will report to the Director of HR and OD and relevant heads of service	T				
28.6	The Sunderland Leadership Programme has a strong focus on leading teams and individuals. 350 people have completed and 70 are currently enrolled in the programme at levels 2 to 5. A level 7 Heads of Service Strategic Leadership Programme will commence late in 2009 and will involve all Heads of Service.	Sue Stanhope Director of HR & OD	31/03/10			New action	N				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
28.7	Establish a full-time role of e-learning consultant to enable us to quickly develop and enable e-learning responses to most learning challenges.	Sue Stanhope Director of HR & OD	31/03/10			New action.	N				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
29	Failure to corporately implement the Local Government Data Handling Guidelines	05/03/2009	Bob Rayner, Chief Solicitor		
Causes					
Information/ data is lost or corrupted through: inadvertent human error, malicious act, inherent weaknesses in existing information/ data security arrangements (e.g. remote devices such as laptops are not encrypted). Information /data is mismanaged as a result of lack of understanding and/or human error					
Impact Details					
Data/ information quality is impaired Confidential information is leaked and/or breach of data protection legislation occurs					
Current Controls					
Link Officers are in place across the authority who deal with Freedom of Information and Data Protection issues. The Corporate Information Management Strategy is reviewed annually and revised accordingly. Information Governance Training has taken place for the last four years. Information Governance now forms part of the Council's Induction Training. Guidance notes and documents are available on the Intranet covering all areas of Information Governance. A Data Protection Audit Schedule has been developed by the Data Protection Officer.					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	Y
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement
Inherent Risk Scores March 2009		3.37	3.00	10.11	N/A
Residual Risk Scores March 2009		2.79	2.42	6.75	Controls put in place

\*Risk scores calculated on scoring software using averages

Risk: Failure to corporately implement the Local Government Data Handling Guidelines												
Risk Mitigation												
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status	
			Original	Amended	Completed							
29.1	Executive Management Team to sign up to guidelines	Rhiannon Hood Assistant Chief Solicitor	30/09/09		30/09/09	Action complete. Report agreed	C					
29.2	Corporate information Risk Officer to be appointed	Rhiannon Hood Assistant Chief Solicitor	30/09/09		30/09/09	Action complete. Rhiannon Hood Assistant Chief Solicitor is the Corporate Information Risk Officer .	C					
29.3	Gap analysis to be undertaken of current practices and guidelines	Rhiannon Hood Assistant Chief Solicitor	31/12/09			Action on target. Work on going	T					
29.4	Information Charter to be developed	Rhiannon Hood Assistant Chief Solicitor	30/09/09		30/09/09	Action complete. Charter developed	C					
29.5	Information Risk Policy and plans to be developed to include; roles and responsibilities, governance, information asset owners data archiving, disciplinary procedures for failing to adhere to data protection policies, use / security of portable devices	Rhiannon Hood Assistant Chief Solicitor	31/12/09			Action on target. Work on going	T					
29.6	Data quality action plan to be produced and implemented linked to Comprehensive Area Assessment use of resources requirements	Sarah Reed Assistant Chief Executive	30/09/09		30/11/09	Action complete. Improvement plan implemented	C					
29.7	Begin installation of performance management system	Sarah Reed Assistant Chief Executive	30/09/09		30/11/09	Action complete. Implementation commenced.	C					

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
29.8	Develop project plan to implement Local Government Data Handling Guidelines	Rhiannon Hood Assistant Chief Solicitor	31/03/09			New action	N				
29.9	Develop risk register for project to implement Local Government Data Handling Guidelines	Rhiannon Hood Assistant Chief Solicitor	31/03/10			New action	N				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
30	Inadequate resilience to / communication on major incidents	05/03/2009	Janet Johnson, Deputy Chief Executive			
Causes						
Ineffective Business Continuity Plans Failure to recognise and appropriately prioritise critical functions. Failure to identify interdirectorate dependencies Lack of communication/ assurance of understanding Failure to test Plans to check/ strengthen their likely effectiveness in practice						
Impact Details						
Unnecessarily delayed/ impaired/ inefficient / ineffective deployment of key services Danger to Council staff or the public and consequent liability claims Public Inquiry and consequent adverse publicity Damage to reputation and political standing Delay to the recovery process leading to financial loss						
Current Controls						
Council Business Continuity Plans in place which are being reviewed in line with new British Standard (audited annually) Quarterly Business Continuity Working Group in place. Corporate buy in (directors have taken ownership for business continuity) Satellite phone capabilities are in place to improve the councils ability to communicate with local agencies. There are fall back positions in place if the Civic Centre is unable to be occupied Well established arrangements for event planning and co-ordination.						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment						
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.79	2.58	9.77	N/A	
Residual Risk Scores March 2009		3.26	2.05	6.70	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Inadequate resilience to / communication on major incidents

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
30.1	Ensure Council's IT disaster recovery arrangements are recognised within overall Business Continuity Plans and are appropriately communicated	Barry Frost Security and Emergency Planning Manager	31/12/09	31/03/10		Action delayed. Target date changed to 31/3/10. Priority on Swine Flu has prevented progression. New BCM officer is now in post and will be developing this as a priority.	D				
30.2	Additional testing around Business Continuity Plans	Barry Frost Security and Emergency Planning Manager	31/12/09			Action on target. Exercise to test plans to take place before the end of the year.	T				
30.3	Review back up for the telecare system	Graham King Head of Performance, Commissioning and Change	30/09/09		30/09/09	A review of the back up arrangements has been undertaken and new actions identified as a result of the review, to be added once delivery dates confirmed.	C				
30.4	Monitor the delivery of the improvement programme developed by the Emergency Response Planning Team	Barry Frost Security and Emergency Planning Manager	31/12/09	31/03/10		Action delayed. Target date changed to 31/3/10. Priority on Swine Flu has prevented progression. New BCM officer is now in post and will be developing this as a priority.	D				
30.5	Plan exercise for emergency planning / resilience (for Sunderland)	Barry Frost Security and Emergency Planning Manager	31/12/09			Action on target. Beachmaster exercise held 14-15 September 09. Strategic Norland exercise (exclusively for Sunderland) is planned for 7/10/09.	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
31	Failure of the organisation to have an overall approach to Sustainability	05/03/2009	Janet Johnson Deputy Chief Executive			
Causes						
Failure to meet legislative obligations. Shortcomings in the Council's own efforts to minimise its carbon footprint Achievement of the policy commitments can be undermined by factors such as lack of staff engagement, 'poor energy performance' by new build projects and growth in energy consuming aspects of service delivery.						
Impact Details						
Higher costs of fuels/ utilities/ transportation, enforcement actions etc Adverse publicity and undermining of respect for its advisory, guidance and education roles in the wider community						
Current Controls						
Corporate carbon plan has been developed and adopted (support from the Council's Executive Management and Elected Members). Commitment to a £1.2 million spend on carbon reduction projects has already been achieved. Annual programmes of work to achieve the overall objectives are defined in the policy. Templates for sustainability assessments/ appraisals have been developed for projects. Programmes of staff awareness are being completed.						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		Y	CIP5 Attractive and Inclusive City	Y	CIP8 Efficient and Effective Council	Y
CIP3 Safe City		N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		2.89	3.16	9.14		
Residual Risk Scores March 2009		2.63	2.58	6.79	Controls put in place	

\*Risk scores calculated on scoring software using averages



Risk: Failure of the organisation to have an overall approach to Sustainability

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
31.1	Ensure ongoing commitment to staff training and the timely and appropriate completion of sustainability assessments a) Sustainability module included in revised e-induction programme for new starters inc corporate travel, waste and carbon emissions. b) Sustainability Officer to be appointed Aug/Sept 09 to deliver the Sustainability Impact Appraisals on all projects, contracts and cabinet decisions.	Jim Gillon Sustainability Co-ordinator	30/09/09	31/01/10		Action delayed. Target date changed to 31/1/10. Part (a) of the action completed in July 09. Part (b) is delayed	D				
31.2	Development and roll out of initiatives to raise the profile of the carbon reduction plan/ energy conservation measures (high profile carbon saving projects, but also communication materials) (Activities include: ongoing bi-monthly Cut Your Carbon campaign, Installation of mains fed water coolers in 9 council buildings - June 09 <b>(complete)</b> , Installation of multi function printers - Oct 09, Automatic PC shutdown - Oct 09.)	Jim Gillon Sustainability Co-ordinator	31/10/09	31/03/10		Action delayed. Target date changed to 31/3/10. Bi-monthly Cut Your Carbon campaign ongoing. Installation of mains fed water coolers is complete. Installation of multi function printers is delayed. Procurement of the new printers had to be stopped. Retendering contract by Dec 09. Automatic PC shutdown delayed. Waiting for EMT report to be considered.	D				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
31.3	Develop and implement the environmental policy across the Council	Jim Gillon Sustainability Co-ordinator	30/09/09	31/03/10		Action delayed. Target date changed to 31/3/10. Due to other pressures (eg World Cup Bid) preventing work on preparing relevant EMT report.	D				
31.4	Identify preferred provider to deliver cremator upgrade (mercury emissions)	Les Clark Head of Street Scene	31/01/10			Action on target Scoping Document has been completed in preparation for commencement of the Restricted Official Journal of the European Union (OJEU) tendering process by the end of September '09	T				
31.5	Implement solution to effectively control mercury emissions from cremators	Les Clark Head of Street Scene	30/09/10			Action on target. Action remains of target, however it is directly dependant on the satisfactory completion of Action 4 above.	T				

Risk Identification		Risk Status:	Open			
ID	Risk Description	Date Identified	Risk Owner			
32	Failure to provide a fit for purpose integrated infrastructure to ensure safe and effective travel in the city	05/03/2009	Ron Odunaiya Executive Director City Services			
Causes						
Incorrect policies and standards to improve road safety Necessary highway improvements and infrastructure delayed as a result of budgeting constraints Impacts from work performed by public utility operators Adverse effects of climate change Central Government changes to policy standards and funding						
Impact Details						
Potential injury to the public leading to possible litigation, damage to reputation and financial costs Customer dissatisfaction						
Current Controls						
Sunderland works with the Northumbria safer roads initiative scheme Street lighting maintenance under long term PFI contract Very good highways inspection programme Planned programme of maintenance work Collection of accident data by the Traffic Accident Data Unit (TADU)						
Linked with Corporate Improvement Priorities (Yes/ No)						
CIP1 Prosperous City		N	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City		N	CIP5 Attractive and Inclusive City	Y	CIP8 Efficient and Effective Council	N
CIP3 Safe City		Y	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment		Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009		3.00	3.11	9.32	N/A	
Residual Risk Scores March 2009		2.79	2.95	8.22	Controls put in place	

\*Risk scores calculated on scoring software using averages

Risk: Failure to provide a fit for purpose integrated infrastructure to ensure safe and effective travel in the city											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
32.1	Develop school travel plans	Stephen Pickering Deputy Exec Director City Services	31/03/10			Action on target. We have an assistant working with the travel coordinator and all schools have been contacted. Work progressing.	T				
32.2	Produce Highways Asset Management Plan	Stephen Pickering Deputy Exec Director City Services	31/03/10			Action on target. Work progressing to collect and collate data. Currently digitising the highway network. Video surveys have also been completed. Work left to do includes: consulting on service standards, agree levels of treatment and valuation of networks etc	T				
32.3	Implement Local Road Safety plan and programmes	Stephen Pickering Deputy Exec Director City Services	31/03/10			Action on target. Prioritisation matrix has been agreed and a provisional work programme is being worked up at present.	T				
32.4	Develop major employers travel plans	Stephen Pickering Deputy Exec Director City Services	31/03/10			Action on target. There is an agreed work programme in place across Tyne & Wear and a quarterly work schedule is produced to cover the development of travel plans.	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
32.5	Undertake comprehensive review of speed limits and implement programme for speed reductions	Stephen Pickering Deputy Exec Director City Services	31/12/09			Action on target. Review of 40mph speed limits has been completed and recommendations are being considered. Review of 60mph speed limits is underway and results are expected in Oct 09. Currently seeking member advice for introducing 20mph speed limits within the city.	T				
32.6	Deliver and plan highways and road safety improvement programmes	Stephen Pickering Deputy Exec Director City Services	31/03/10			Action moved and on target. Merged with Action 32.3.	M T				
32.7	Support Nexus in the redesign of the bus corridor improvement programme	Stephen Pickering Deputy Exec Director City Services	31/03/10			Action on target. Major Case Business Case has been developed for Phase 1 of the Tyne & Wear Bus Corridor Improvement Programme and submitted to Department for Transport (DfT) for Programme Entry.	T				

Risk Identification		Risk Status:	Open
ID	Risk Description	Date Identified	Risk Owner
33	Failure to maximise the benefits and opportunities of partnership working	05/03/2009	Dave Smith, Chief Executive
Causes			
Opportunities and/or benefits not maximised as a result of not considering alternative ways of delivering services through partnership working (including shared services)			
Impact Details			
Services are not delivered efficiently and/or effectively. Increased costs. Reduced levels of customer satisfaction			
Current Controls			
Partnership code of practice. Partnership annual questionnaire and review. Robust procedures to support the development and management of partnerships and commissioning activities			
Linked with Corporate Improvement Priorities (Yes/ No)			
CIP1 Prosperous City	N	CIP4 Learning City	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N

\*Risk scores calculated on scoring software using averages

Risk: Failure to maximise the benefits and opportunities of partnership working

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
33.1	Code of practice to be reviewed and reissued by March 10 to further ensure effective governance of partnerships	Paul Davies Head of Audit & Procurement	31/03/10			Action on target. Responsibility for developing the Council's arrangements for partnerships has transferred to the Assistant Chief Executive. The Head of Audit and Procurement and Head of Risk Management and Insurance shall support the planned review.	T				
33.2	Develop a partnership working group	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Resources identified to develop the group	T				
33.3	Corporately develop a core competencies and development programme for partnership managers	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Work ongoing	T				
33.4	Consider arrangement for the co-ordination of partnership activities and compliance with the Code of Practice	Sarah Reed Assistant Chief Executive	31/03/10			Action on target. Work on going	T				

Risk Identification		Risk Status:	Open
ID	Risk Description	Date Identified	Risk Owner
34	Failure to respond to demographic trends and the needs and aspirations of the residents of the city in relation to Adult Social Care	05/03/2009	Neil Revely, Executive Director of Health Housing & Adult Services
Causes			
Outsourced providers reduce, suspend or withdraw services (e.g. the closure of a residential care home)			
Inability to identify and ensure deliver of interim /alternative services that fully meet customer needs			
Partners withdraw investment from services that they are delivering			
Insufficient funding and resources to allow delivery of services in full ( e.g. potential significant shortfall in funding for home improvement grants)			
Inability to manage and implement change (within the Council and/or across its partners/ outsourced service providers)			
Partners unable to develop/ provide/ introduce alternative service delivery mechanisms in timely manner			
Impact Details			
Increase in unnecessary ill health, pain/ suffering or stress from delays in / interruptions to the delivery of services			
Increase in complaints/ Increase in liability claims against the Council (even if they relate to the acts or omissions of its partners)			
Budget overspends			
Failure to meet performance targets			
Adverse publicity / damage to reputation and political standing			
Services delivered are unsuitable or not to required standards			
Current Controls			
Regular reviews of Individual case assessments and requirements completed.			
Partnership approach to service delivery e.g with South of Tyne NHS Trust and Gentoo			
Customers are enabled to manage their own care programmes via are direct payments.			
Independent living facilitated through home adaptations from the Home Improvement Agency			
Consultation with outsourced service providers on the strategy to move away from residential care and have been encouraged to adapt their service offerings accordingly.			
Project Managers are supported by the HHAS project office and use PRINCE2 project management methodology.			
Linked with Corporate Improvement Priorities (Yes/ No)			
CIP1 Prosperous City	N	CIP4 Learning City	N
CIP2 Healthy City	Y	CIP5 Attractive and Inclusive City	N
CIP3 Safe City	N	CIP6 Customer Focused Services	Y

\*Risk scores calculated on scoring software using averages



Risk: Failure to respond to demographic trends and the needs and aspirations of the residents of the city in relation to Adult Social Care											
Risk Mitigation											
Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
34.1	Implement 3-year delivery plan, which is broken down into individual projects.	Graham King Head of Performance, Commissioning & Change	31/03/12			Action on target. Although there has been slippage in some individual projects, progress overall remains on target. Key changes include the closure and restart of "Managing the Market" - due to a change in scope and the merger of 2 projects as the work to be completed was so integrated it would have duplicated actions and outcomes. The plan has also been revised to include key housing projects.	T				
34.2	Review and refresh the plan on an annual basis.	Graham King Head of Performance, Commissioning & Change	31/03/10			Action on target. The plan is regularly reviewed and changes have already been identified and implemented. This will continue.	T				
34.3	Delivery via projects:	Graham King Head of Performance, Commissioning & Change	31/03/10		14/09/09	Action complete. Deliverables now included as separate, specific actions.	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
34.4	Care Brokerage: Implement Self-directed Support across all client groups	Graham King Head of Performance, Commissioning & Change	31/03/10			Action on target. There has already been some slippage in the pilot and further Learning Disability cases still need to be loaded for testing to give a sufficient sample to allow evaluation. Still need to put an evaluation framework in place before rollout can proceed. Progress monitored through regular reporting to Health, Housing and Adult Services Programme Office which will give early indicator if project at risk of missing Target Date.	T				
34.5	Transitions: establish a specialist transitions service	Graham King Head of Performance, Commissioning & Change	30/04/09	31/03/11		Action delayed. Target date changed to 31/3/11 Transitions team not yet in place due to resourcing issues. These are being addressed but as the staff involved currently provide 24 hour support backfill arrangement need to be in place before release dates can be agreed, still to be confirmed. Revised Target Date provisionally set for end of delivery plan, to be amended when actual date known.	D				
34.6	Care Management and Assessment	Graham King Head of Performance, Commissioning & Change	31/03/10			Action on target. Care Management and Assessment model approved by Board.	T				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
34.7	Intensive Support for independent living at home: Stage 1 - take forward areas already identified / Stage 2 - define / identify new developments to be taken forward	Graham King Head of Performance, Commissioning & Change	31/03/10			Action on target. Some pilot work has begun for the Evening Homecare Service. Take up of this has been slower than expected with existing service users but need to be reviewed against new users of the service to identify barriers. Digital Challenge funding secured for 10 fingerprint door entry systems and the trial of this will proceed when an installer is identified.	T				
34.8	Low level prevention strategies: Pilots to be agreed by Directorate Management Team and in progress	Graham King Head of Performance, Commissioning & Change	31/03/10			Action on target. 1st pilot is the implementation of a Prevention Checklist, now at 2nd draft. Procedures to handle returned information are being developed and consultation with partners due to begin. Checklist expected to go live September 09.	T				
34.9	Improving access to & support within other services for vulnerable people	Graham King Head of Performance, Commissioning & Change	30/04/10			Action on target. Project has been delayed and will now start September 09. A new Project Manager has been assigned to the project and the Project Initiation Document is to be developed. Ability to deliver to time to be reviewed once scope of project determined, to be considered in the light of the constraints of the delay to date and the need to complete by end March 2010.	T				
34.10	Accommodation Solutions: opening of Silksworth extra care scheme	Graham King Head of Performance, Commissioning & Change	30/04/09		30/04/09	Action complete. Scheme opened.	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
34.11	Accommodation Solutions: opening of Washington extra care scheme	Graham King Head of Performance, Commissioning & Change	30/09/09	31/12/09		Action delayed. Target date changed to 31/12/09 Practical completion is now expected to be the end November 09 - slight delay caused by Housing21 need to appoint a new window manufacturer (original firm no longer trading). Work remains in progress.	D				
34.12	Accommodation Solutions: opening of Hetton extra care scheme	Graham King Head of Performance, Commissioning & Change	31/03/10	30/06/10		Action delayed. Target date changed to 30/6/10 Due to pre planning conditions not being met and following complaints from local residents, contractors were off site for 8 weeks in April /May 09. Impact is that original planned completion date will not be met but will be delayed by that 8 weeks, practical completion is now expected for end May / June 2010. Work remains in progress on this.	D				
34.13	Accommodation Solutions: develop commissioning framework	Graham King Head of Performance, Commissioning & Change	30/04/09			Action on target and moved. This is not being progressed as intention now is to deliver a Vulnerable Persons Strategy for the city (action 34.17 refers)	M T				
34.14	Strengthening joint work with Health (complex conditions)	Graham King Head of Performance, Commissioning & Change	30/09/09		30/09/09	Action complete. Joint Framework established and project closed. Post project review to be completed Jan 2010	C				
34.15	Working with elected Members and Partners: develop Framework	Graham King Head of Performance, Commissioning & Change	30/09/09		30/09/09	Action complete. Framework developed.	C				

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
34.16	Workforce Development: implement strategy and handover to operational management	Graham King Head of Performance, Commissioning & Change	30/04/09	30/04/10		Action delayed. Target date changed to 30/4/10 A lack of resources has caused delay. Although this has not been completely resolved, the intention is to have the tools and processes in place by end December 09 and the strategy ready to launch in April 2010.	D				
34.17	Accommodation Solutions: develop a Vulnerable Persons Strategy for the city	Graham King Head of Performance, Commissioning & Change	31/03/10			New action. The Supporting Needs Analysis that provides the information into the overall strategy has been completed. Work is ongoing to develop the strategy by the expected date.	N				

Risk Identification		Risk Status:	Open		
ID	Risk Description	Date Identified	Risk Owner		
35	Inability to find and implement an effective solution for the future management of the Port of Sunderland	05/03/2009	Janet Johnson, Deputy Chief Executive		
Causes					
Ongoing inability to identify and reach agreement with a suitable partner to manage/operate the Port (compounded by economic downturn) Downturn impacts detrimentally on the Port's profitability e.g. fewer/ smaller cargoes being handled. Contracts lost due to financial problems in customer base					
Impact Details					
If a suitable partner cannot be found, the Port may become unprofitable and therefore an unexpected/unbudgeted strain on the Council's financial resources.					
Current Controls					
Increased cargo 'volumes' handled and profit margins over last 2 years. Investment in new equipment/ facilities (i.e. new cranes and cargo shed). Long term contracts (covering next 5 – 10 years) have been secured (inc key contracts handling paper and pulp from Norway and Sweden). Port Board in place with Council Officers in attendance.					
Linked with Corporate Improvement Priorities (Yes/ No)					
CIP1 Prosperous City	Y	CIP4 Learning City	N	CIP7 One Council	N
CIP2 Healthy City	N	CIP5 Attractive and Inclusive City	N	CIP8 Efficient and Effective Council	N
CIP3 Safe City	N	CIP6 Customer Focused Services	N	CIP9 Improving Partnership Working	N
Risk Assessment	Risk Impact	Risk Likelihood	Risk Score*	Reason for Risk Movement	
Inherent Risk Scores March 2009	3.20	2.65	8.47		N
Residual Risk Scores March 2009	3.00	1.88	5.64	Controls put in place	▼

\*Risk scores calculated on scoring software using averages

Risk: Inability to find and implement an effective solution for the future management of the Port of Sunderland

### Risk Mitigation

Action No	Mitigating Actions	Risk Action Manager	Target			Progress Update September 2009	Status	Update: Actions Due by 31/12/09	Status	Progress Update April 2010	Status
			Original	Amended	Completed						
35.1	Decision to be made on whether external interest fits with our financial expectations	Janet Johnson, Deputy Chief Executive	30/09/09		25/06/09	Action complete. Decision made. No external bid/interest progressed and this was agreed at Cabinet June 09.	C				
35.2	If financial expectations not met, decision to be made on how we progress down the municipal port model	Janet Johnson, Deputy Chief Executive	31/12/09			Action on target. Cabinet agreed Municipal Ports model June 09. On track for implementation by year end.	T				
35.3	Review the new governance arrangements to determine whether they are effective and deliver the expected improvements and business objectives.	Janet Johnson, Deputy Chief Executive	31/03/11			New action	N				





## **CABINET MEETING – 3 FEBRUARY 2010**

### **EXECUTIVE SUMMARY SHEET**

**Title of Report:**

Building Schools for the Future: Proposed Remodelling and Extension of Biddick School

**Author(s):**

Executive Director of Children's Services

**Purpose of Report:**

To seek approval to progress the remaining remodelling and extension proposals at Biddick School to provide additional space to accommodate pupils with Autistic Spectrum Disorder (ASD) in the 11-16 age range and to also propose to undertake remodelling of internal space to improve music accommodation.

**Description of Decision:****Cabinet is asked to approve:**

1. that the contract with Balfour Beatty Construction Northern Limited (BBCNL) (who are currently constructing the new Biddick School Sports College teaching block) be varied to include the design and construction of the proposed ASD Centre together with remodelling of music provision to transform this key curriculum area.
2. that the developments be funded as shown in paragraphs 7.1– 7.2

**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 capital construction costs of the proposals for Biddick School Sports College have been negotiated with Balfour Beatty and costs have been based on other similar schemes in the Council's BSF Programme. The main construction works are due to be completed at the end of January 2010 with external works continuing until September 2010. The procurement method proposed for the further works is to vary the existing BSF contract for Biddick to include design and construction of the proposals as set out in this report. As the main contractor is currently working on site it is anticipated that, subject to approval, they will be in a position to commence works on the existing building in March 2010 so that pupils are able to access the new and improved provision on 1<sup>st</sup> September 2010.

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

It would be possible to tender the refurbishment works as a separate project outside of the BSF Project. However there are clear advantages for this to be procured expeditiously as a variation to the existing BSF Design and Build contract.

BBCNL's costs for the above project have been tested and are able to be funded from within the available budget. Using a single contractor on site also has benefits for the management of the site during the works under the scope of the Construction (Design Management) Regulations 2007, given Health and Safety and Access arrangements are of the utmost importance.

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

Yes

**Relevant Scrutiny Committee:**

Children's, Young People and Learning

**Is it included in the Forward Plan?** Yes

**BUILDING SCHOOLS FOR THE FUTURE: PROPOSED REMODELLING  
AND EXTENSION OF BIDDICK SCHOOL****REPORT OF THE EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES****1. PURPOSE OF THE REPORT**

- 1.1 To seek approval to progress the remaining remodelling and extension proposals at Biddick School to provide additional space to accommodate pupils with Autistic Spectrum Disorder (ASD) in the 11-16 age range and to also undertake remodelling of internal space to improve music accommodation.

**2. DESCRIPTION OF DECISION**

- 2.1 Cabinet is asked to approve:
1. that the contract with Balfour Beatty Construction Northern Limited (BBCNL) (who are currently constructing the new Biddick School Sports College teaching block) be varied to include the design and construction of the proposed ASD Centre together with remodelling of music provision to transform this key curriculum area;
  2. that the developments be funded as shown in paragraphs 7.1– 7.2

**3. BACKGROUND**

- 3.1 At the Cabinet meeting on the 10<sup>th</sup> September 2008 members considered a report, which described the Stage 3 BSF/Academies Final Business Case for Biddick School Sports College. The contract sum was £14,395,991 including additional sums set aside for costs in relation to enabling works and other site specific contingencies. It was agreed that the difference between this sum and the £15.8 million available budget would be used to provide temporary accommodation and enabling works, with the balance available to pay for refurbishment works to part of the school to complete the scheme. These included the addition of an area for ASD pupils and the remodelling of music provision. The 10<sup>th</sup> September 2008 report stated that the refurbishment works would be subject to a procurement by the Council at the appropriate time once the extent of the refurbishment work had been confirmed and additional funding secured.

**4. PROJECT DESCRIPTION**

- 4.1 The remodelling and extension proposals will be constructed on the existing site.
- 4.2 Remodelled areas and an extension will provide dedicated ASD teaching areas, tutorial rooms, student support offices and social space together with a dedicated entrance. In addition to the works to create the ASD spaces there will also be enhancements to music provision to

provide music practice rooms, ensemble room and a recording studio. Also provided as part of the remodelling works will be a new music room that will be ICT enhanced with new state of the art technology.

- 4.3 The existing buildings that are benefiting from this work will be linked to the new teaching block by a covered space that will provide opportunities for performance, creative art and recreation. The covered space is part of the main school project and when complete will result in pupils being able to access all teaching spaces without going outside the buildings.
- 4.4 The areas as detailed in this section are critical to the City Council's strategic provision for SEN (outlined in the BSF Outline Business Case approved by Cabinet in March 2007) and also the Biddick School Sports College vision where music, performing arts and sport are essential curriculum and community areas.

## **5. REASONS FOR DECISION**

- 5.1 The capital construction costs of the proposals for Biddick School Sports College have been negotiated with Balfour Beatty and costs have been based on other similar schemes in the Council's BSF Programme. The main construction works are due to be completed at the end of January 2010 with external works continuing until September 2010. The procurement method proposed for these further works is to vary the existing BSF contract to include design and construction of the proposals as set out in this report. As the main contractor is currently working on site it is anticipated that, subject to approval, they will be in a position to commence works on the existing building in March 2010 so that pupils are able to access the new and improved provision on 1<sup>st</sup> September 2010.

## **6. ALTERNATIVE OPTIONS TO BE CONSIDERED AND REJECTED**

- 6.1 It would be possible to tender the refurbishment works as a separate project outside the BSF Project. However there are clear advantages for this to be procured expeditiously as a variation to the existing BSF Design and Build contract.
- 6.2 BBCNL's costs for the above project have been tested and come within the available budget. Using a single contractor on site also has benefits for the management of the site during the works under the scope of the Construction (Design Management) Regulations 2007, given Health and Safety and Access arrangements are of the utmost importance.

## 7. FINANCIAL IMPLICATIONS

- 7.1 A full cost estimate plan for the remodelling and extension proposals for the capital works is now in place. The cost profile and funding sources are shown below:

2009/10	£120,000	(Design and Construction costs)
2010/11	£787,100	(Fees, Construction, and ICT costs)
Furniture		
<b>TOTAL</b>	<b>£907,100</b>	

Approved Funding Sources:

Funding for the Building Schools for the Future programme includes a capital allocation to carry out part of the proposals as highlighted in 3.1 of this report. In addition to the sums available within the BSF programme it has been possible to secure additional funding that will support the changes to accommodate the ASD provision and enhance the music provision and Biddick School Sports College. Details as follows; -

Building Schools for the Future Capital Grant	£595,000
School Access Initiative Fund	£250,000
Zero Carbon Exemplar Funding	£62,100
<b>TOTAL</b>	<b>£907,100</b>

## 8. LEGAL IMPLICATIONS

- 8.1 The value of these additional works is below the relevant threshold for works contracts under the European Union Procurement Rules. The existing BSF Design and Build Contract for Biddick School includes a contract variation provision where the Council may procure additional works from the Contractor if necessary.

## 9. RELEVANT CONSULTATIONS

- 9.1 All partners have been consulted including Biddick School Sports College, Children's Services, Headteacher, Columbia Grange School, Office of the Chief Executive, Local Planning Authority.
- 9.2 Community consultation has taken place with local residents through the Local Planning Authority's consultation process

## 10. BACKGROUND PAPERS

- 10.1 Cabinet Report of 10<sup>th</sup> September 2008
- 10.2 BSF Outline Business Case 7<sup>th</sup> March 2007
- 10.3 Cost Plan



## CABINET MEETING – 3 FEBRUARY 2010

### EXECUTIVE SUMMARY SHEET – PART I

**Title of Report:**

Procurement of Services to Support Early Childhood and Childcare Services.

**Author(s):**

Executive Director of Children's Services

**Purpose of Report:**

This report seeks approval for the procurement of three Early Childhood and Childcare Services. Firstly it seeks approval for the procurement of training for practitioners in Early Childhood and Childcare Services. Secondly it seeks approval for the establishment of a framework of training providers to train practitioners in these fields. Thirdly it seeks approval to procure childcare places for disadvantaged and vulnerable children, so that DCSF grant conditions can be met.

**Description of Decision:**

Cabinet is recommended to approve

- The procurement of training provision for the Early Childhood Services and Childcare Workforce
- The establishment of a framework of training providers who can provide training for practitioners working in Early Childhood Services and Childcare.
- To provide free childcare for disadvantaged 2 year olds as part of the Extended 2 Year Pathfinder Project.
- To provide free childcare for vulnerable children 0 – 5 year olds as part of Children's Centre family support childcare service

**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:**

To enable the Children's Services Directorate to procure training that meets the needs of the Early Childhood Services and Childcare Workforce so that they can improve the quality of practice in early years and childcare settings and meet the requirements of the SSEYC grant conditions and the Childcare Act 2006.

The decision to establish a framework of training providers will provide a more cost effective and efficient method of procuring appropriate training as it will provide a bank of high quality training providers who can be asked to deliver training in direct response to identified need. This process will provide a speedy response to identified need. Training providers will benefit from the framework as it will mean they will only need to provide evidence of their competence and quality once rather than repeating the process for every training course that they tender for.

To enable Children's Services Directorate to procure the appropriate childcare

services necessary to meet the needs of disadvantaged and vulnerable children and families, and to fulfil the requirements of the Extended 2 Year Pathfinder Project and the Children's Centre Core Offer for family support.

The decision will support the achievement of Sunderland's statutory responsibility under the Childcare Act 2006 to improve the outcomes of all children and close the gap between the lowest achieving children and their peers. The provision of free childcare supports the reduction of child poverty by enabling parents to access training and support to increase their chances of employment and by reducing the impact of child poverty on the children.

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

**Training for practitioners working in Early Childhood Services and Childcare**

One alternative is not to procure training from external providers and require Children's Services staff to deliver all the training. This is not recommended as there are not sufficient staff to deliver the amount of training required. Some training is very specialised and therefore needs to be procured from external specialists.

Another alternative option is to procure each separate training course individually. This is the current practice and is time consuming for both Council staff and for the training providers and is therefore not an efficient use of resources. This process:

- does not ensure best value is achieved; and
- does not allow for a quick response to an identified training need.

**Extended 2 Year Pathfinder Project and Children's Centre Family Support Childcare Service**

An alternative option is not to proceed with the procurement of the services. This option is not recommended as it would adversely impact on the Council's ability to fulfil the requirements and grant conditions of the Extended 2 Year Pathfinder Project, and the Children's Centre core offer for family support and their contribution towards key national indicators.

Another alternative is to purchase places for children on an individual basis. However this would not comply with Council's Procurement Procedure Rules or demonstrate best value or ensure that a consistent service specification is in place with all providers.

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

Yes

**Is it included in the Forward Plan?**

Yes

**Relevant Scrutiny Committee:**

Children and Young People Learning



**PROCUREMENT OF SERVICES TO SUPPORT EARLY CHILDHOOD AND  
CHILDCARE SERVICES.**

**REPORT OF THE EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES**

**1.0 Purpose of the Report**

- 1.1 This report seeks approval for the procurement of three Early Childhood and Childcare Services. Firstly it seeks approval for the procurement of training for practitioners in Early Childhood and Childcare services. Secondly it seeks approval for the establishment of a framework of training providers to train practitioners in these fields. Thirdly it seeks approval to procure childcare places for disadvantaged and vulnerable children, so that DCSF grant conditions can be met.

**2.0 Description of Decision**

- 2.1 Cabinet is recommended to approve

- The procurement of training provision for the Early Childhood Services and Childcare Workforce
- The establishment of a framework of training providers who can provide training for practitioners working in Early Childhood Services and Childcare.
- To provide free childcare for disadvantaged 2 year olds as part of the Extended 2 Year Pathfinder Project.
- To provide free childcare for vulnerable children 0 – 5 year olds as part of Children's Centre family support childcare service

**3.0 Introduction and Background**

- 3.1 The Childcare Act (2006) places duties on local authorities to improve the outcomes and narrow gaps as measured by the Early Years Foundation Stage Profile for all children up to the age of five through the provision of integrated early childhood services and to ensure there is sufficient childcare available for parents who want to work and train. These duties require supporting the development of a workforce that is more highly trained, understands integrated working and focuses on continuous improvement of services. The provision of free childcare, through the Extended 2 year Pathfinder project and the Children Centre Family Support Childcare Service, will support the duty to close the gap between the lowest 20% achieving children and their peers.

### **3.2 Training for practitioners working in Early Childhood Services and Childcare**

3.2.1 The Department of Children, Schools and Families (DCSF) provides funding through the Sure Start Early Years and Childcare Grant (SSEYC) to support the implementation of duties within the Childcare Act (2006), the 10 Year Strategy for Childcare, the Every Child Matters agenda, and Next Steps for Early Learning and Childcare (2009). The government's expectation is that there is a 'step-change in the quality of practice and the capability of the workforce in early years settings'.

3.2.2 The key priorities of the Outcomes, Quality and Inclusion section of the SSEYC grant are to:

- Meet the statutory duty to provide advice, information and training to early years and childcare providers.
- Support the continuous professional development of early years practitioners (including childminders) and help more of them to build up to a full and relevant Level 3 qualification.
- Develop a better understanding and use of practice and pedagogy which is most effective in helping the lowest-performing groups of children to achieve.
- Facilitate greater use of observation and tracking of children's progress so that practitioners more effectively tailor learning and development to each child's needs.
- Encourage and enable settings to adopt a cycle of continuous quality improvement through self-reflection and evaluation.
- Support practitioners delivering the core offer of Children's Centre services and Early Childhood Services.

### **3.3 Extended 2 Year Pathfinder Project**

3.3.1 Sunderland was allocated the 2 year Pathfinder Project in 2007. The aim of the Pathfinder Project is to provide free early learning and childcare places for disadvantaged 2 year olds. The Project has placed a total of 811 children from April 2007 until March 2009. All the childcare places were chosen based on parental choice.

3.3.2 From 1<sup>st</sup> April 2009, DCSF re-launched the project as the Extended 2 Year Pathfinder Project. The criteria of the project changed as follows:

- Places chosen for quality alongside parental choice
- All children's families had to be in receipt of benefits and additional vulnerability factors
- Hours increased from 7.5 hours to 15 hours over 38 weeks or 11.5 hours all year round
- All families to have access to family support and signposted to Children's Centre activities

3.3.3 DCSF have allocated £337,961 for 2010-11 revenue funding from the Sure Start Early Years and Childcare grant, for Sunderland to support

the delivery of childcare via the Extended 2 Year Pathfinder Project. The target number of part-time places in 2010-11 is 122.

- 3.3.4 The model of delivery requires childcare settings to integrate their services with existing Children's Centre services who will provide family support to those receiving childcare as part of the Extended 2 Year Pathfinder Project and can encourage families to use other Children's Centre services.

#### **3.4 Children's Centre Family Support Childcare Service**

- 3.4.1 The Children's Centre core offer requires Children's Centres to deliver family support to those families with additional needs. Sunderland Children's Centres deliver this service through a tiered approach based on the level of need for each family.

- Child and family service
- Family support service
- Community parents service
- Free childcare

- 3.4.2 Free childcare is available to support families with additional needs either on a long term basis to support children whose health or development is delayed or is at risk of becoming delayed or whose parents / carers ability to care for them is limited or short term to support a family through a particular crisis e.g. Homelessness; Fire; Flood

- 3.4.3 The budget for the Children's Centre Family Support Childcare Service is £152,639 in 2010/11. The funding is from the Sure Start Early Years and Childcare grant. This will fund 14.62 full time equivalent places.

### **4 Current Position**

#### **4.1 Training for practitioners working in Early Childhood Services and Childcare**

- 4.1.1 Children's Services procures training to meet the needs of the Early Childhood Services and Childcare Workforce by assessing the needs of the workforce and co-ordinating a termly programme of training available across the city for practitioners. The budget for the training programme for 2010/11 will be £369,900 from the Sure Start, Early Years and Childcare Grant.

- 4.1.2 The termly training programme provides training to support new practitioners entering the workforce, accredited training to improve the qualifications of the workforce, especially to support practitioners to reach a full and relevant level 3 qualification. The training programme also provides mandatory training, for example paediatric first aid, health and safety and signposting to Sunderland Safeguarding Children's Board training. The training programme supports practitioners' continuous professional development by providing training, for example on the Early Years Foundation Stage Framework, Speaking and Listening skills development and working with boys. Integrated working

through Children's Centres is supported by training on working with fathers, child development, inclusion and mental health etc.

4.1.3 There are 2302 practitioners working in 461 settings (including childminders) within the early years and childcare workforce in Sunderland. In 2008, 4,234 training places were taken up by the workforce, with 3,449 training places having been taken up between April and December 2009.

4.1.4 Some training is provided by members of Children's Services staff with the remainder procured individually from external training providers following the Council procurement procedures.

4.1.5 Funding for the training of the Early Childhood Service and Childcare Workforce is part of the SSEYC grant which is available until March 2011. It is proposed to award contracts for the framework of training providers until 31<sup>st</sup> March 2011 with an option to extend for a further year to 31<sup>st</sup> March 2012, subject to funding and performance.

#### **4.2 Extended 2 Year Pathfinder Project and Children's Centre Family Support Childcare Service**

4.2.1 Funding is secured for the Extended 2 Year Pathfinder Project through a ring-fenced grant in the Sure Start and Early Years Childcare Grant. The funding for the Children's Centre Family Support Service is part of the SSEYC grant for Children's Centres. Both funding streams are available until March 2011. It is proposed to award contracts as part of the tender process up to March 2011, with an option to extend for a further year to 31<sup>st</sup> March 2012, subject to funding and performance.

4.2.2 The practice within the current contract arrangements for the provision of childcare supports parents and carers to choose local childcare which best meets their needs, from the range available at the time of allocation. It is proposed that childcare providers are appointed through a procurement process which will secure a number of childcare places within a range of childcare provisions from both the maintained and PVI sectors throughout the City who meet the quality criteria required within the procurement process.

4.2.3 The new contract arrangements for this service will ensure that high quality childcare provision is available throughout the City which will meet the needs of vulnerable children and families, by offering a flexible approach. Within the Extended 2 Year Pathfinder Project, parents will be able to choose either 15 hours of childcare per week during term time (39 weeks per year) or 11.5 hours of childcare per week all year round (50 weeks per year). Within the Children's Centre Family Support Childcare Service, parents will be supported to access childcare within maintained or PVI settings which meets their individual needs, either on a long term or short term basis.

4.2.4 Parents will also be supported to access outreach and family support services via Children's Centres as part of the two services.

## **5 Reasons for the Decision**

- 5.1 To enable the Children's Services Directorate to procure training that meets the needs of the Early Childhood Services and Childcare Workforce so that they can improve the quality of practice in early years and childcare settings and meet the requirements of the SSEYC grant conditions and the Childcare Act 2006.
- 5.2 The decision to establish a framework of training providers will provide a more cost effective and efficient method of procuring appropriate training as it will provide a bank of high quality training providers who can be asked to deliver training in direct response to identified need. This process will provide a speedy response to identified need. Training providers will benefit from the framework as it will mean they will only need to provide evidence of their competence and quality once rather than repeating the process for every training course that they tender for.
- 5.3 To enable Children's Services Directorate to procure the appropriate childcare services necessary to meet the needs of disadvantaged and vulnerable children and families, and to fulfil the requirements of the Extended 2 Year Pathfinder Project and the Children's Centre Core Offer for family support.
- 5.4 The decision will support the achievement of Sunderland's statutory responsibility under the Childcare Act 2006 to improve the outcomes of all children and close the gap between the lowest achieving children and their peers. The provision of free childcare supports the reduction of child poverty by enabling parents to access training and support to increase their chances of employment and by reducing the impact of child poverty on the children.

## **6 Alternative Options**

### **6.1 Training for practitioners working in Early Childhood Services and Childcare**

- 6.1.1 One alternative is not to procure training from external providers and require Children's Services staff to deliver all the training. This is not recommended as there are not sufficient staff to deliver the amount of training required. Some training is very specialised and therefore needs to be procured from external specialists.
- 6.1.2 Another alternative option is to procure each separate training course individually. This is the current practice and is time consuming for both Council staff and for the training providers and is therefore not an efficient use of resources. This process:
- does not ensure best value is achieved; and
  - does not allow for a quick response to an identified training need.

## **6.2 Extended 2 Year Pathfinder Project and Children's Centre Family Support Childcare Service**

- 6.2.1 An alternative option is not to proceed with the procurement of the services. This option is not recommended as it would adversely impact on the Council's ability to fulfil the requirements and grant conditions of the Extended 2 Year Pathfinder Project, and the Children's Centre core offer for family support and their contribution towards key national indicators.
- 6.2.2 Another alternative is to purchase places for children on an individual basis. However this would not comply with Council's Procurement Procedure Rules or demonstrate best value or ensure that a consistent service specification is in place with all providers.

## **7 Relevant Considerations/Consultations**

- 7.1 This proposal will support Children's Services to meet the requirements of the Childcare Act 2006, the SSEYC grant conditions and improve the quality of the Children's Workforce.
- 7.2 This proposal reflects the principle of the integration of services at local level through multi agency collaboration supported by the Childcare Act 2006 and supports the achievement of identifying children's needs early and closing the gap between the lowest achieving children and their peers.
- 7.4 The Director of Financial Resources and Chief Solicitor have been consulted and their comments are incorporated into the report.

## **8 Financial Position**

- 8.1 In accordance with the Council's Constitution, Cabinet approval is required for the tender of contracts with a value in excess of £250,000.
- 8.2 The procurement of the framework of training providers covers the period of 1 year from 1<sup>st</sup> April 2010 to 31<sup>st</sup> March 2011 with an option to extend to 31<sup>st</sup> March 2012. The total spend of confirmed funding is anticipated to exceed £250,000. The exact amount each training provider will receive will depend on the training needs of the workforce. The exact amount each childcare provider will receive will depend on the location of individual referrals and will therefore vary according to the need for childcare places in each locality.
- 8.3 Funding is available for the training programme and the Children's Centre Family Support Childcare Service through the Sure Start Early Years and Childcare Grant (SSEYC) which is confirmed until 31<sup>st</sup> March 2011. Funding is available for the Extended 2 Year Pathfinder Project through the ring fenced grant in the Sure Start Early Years and Childcare Grant which is also confirmed until 31<sup>st</sup> March 2011.

## **9 Glossary**

DCSF:	Department for Children, Schools and Families
SSEYCG:	Sure Start, Early Years and Childcare Grant
EYFS:	Early Years Foundation Stage
PVI:	Private, Voluntary and Independent

## **10 Background Papers**

- Children Act 2004
- Childcare Act 2006
- Sure Start Early Years and Childcare Grant and Aiming High for Disabled Children Grant: 2009-10 Memorandum of Grant
- Statutory Framework for the Early Years Foundation Stage
- Next Steps for Early Learning and Childcare
- 2020 Children and Young People's Workforce Strategy
- Common Core of Skills and Knowledge for the Children's Workforce
- The Children's Plan
- Sure Start Children's Centres Practice Guidance
- Every Child Matters
- DCSF criteria for the Extended 2 Year Pathfinder Project





## **CABINET MEETING –3<sup>RD</sup> FEBRUARY 2010**

### **EXECUTIVE SUMMARY SHEET**

**Title of Report:**

Sunderland Youth Offending Service – Inspection Report

**Author:**

Executive Director of Children's Services

**Purpose of Report:**

This report informs Cabinet of the outcome of the Inspection of Sunderland Youth Offending Service which took place in October 2009.

This current programme of Inspections of Youth Offending Teams is being led by HMI Probation and focuses on the quality of youth offending work being delivered to children and young people who have offended, as well as their victims.

The official report on this inspection process was published on 6<sup>th</sup> January 2010.

**Description of Decision:**

Cabinet is asked to consider the key actions arising from the YOS Inspection Improvement Plan and agree that the Sunderland Youth Offending Service Board, chaired by the Executive Director of Children's Services, has responsibility for ensuring that all actions in the improvement plan are implemented.

**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 published report has been considered by the YOS Partnership Board. Following the publication, an Improvement Action Plan has been developed to address the areas for improvement identified within the report which the YOS Partnership Board approved at a meeting on 18th January 2010.

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

Sunderland Youth Offending Service is funded in part through a core Youth Justice Board (YJB) grant, and Youth Justice Board grants for specific initiatives. It is a requirement of the YJB that YOTs participate in the inspection process and implement an Improvement Plan addressing the recommendations arising from the YOS Inspection. No other options are therefore recommended.

<p><b>Is this a “Key Decision” as defined in the Constitution?</b>    Yes</p> <p><b>Is it included in the Forward Plan?</b>    Yes</p>	<p><b>Relevant Scrutiny Committee:</b></p> <p>Children, Young People and Learning</p>
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**REPORT OF THE EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES**

**INSPECTION OF SUNDERLAND YOUTH OFFENDING SERVICE**

**1. PURPOSE OF REPORT**

- 1.1 This report informs Cabinet of the outcome of the Inspection of Youth Offending Team in Sunderland which took place in October 2009.
- 1.2 This current programme of Inspections of Youth Offending Teams being led by HMI Probation focuses on the quality of youth offending work being delivered to children and young people who have offended, as well as their victims.
- 1.3 The official report on this inspection process was published on 6<sup>th</sup> January 2010.

**2. DESCRIPTION OF DECISION**

- 2.1 Cabinet is asked to consider the key actions arising from the YOS Inspection Improvement Plan and agree that the Sunderland Youth Offending Service Board, chaired by the Executive Director of Children's Services, has responsibility for ensuring that all actions in the improvement plan are implemented.

**3. BACKGROUND**

- 3.1 The Inspection of Sunderland Youth Offending Service, which took place in October 2009, is a revised Inspection process and assesses the quality of work with children and young people who offend, with a particular focus on risk of harm to others and the safeguarding of children.
- 3.2 The outcome of the inspection was overall very positive and the report concludes that the YOS has good capacity to improve. The published report confirms that Sunderland YOS has achieved an average of 68%. This means that Sunderland have achieved a "MODERATE" result, indicating the service has only moderate improvement to make to improve its practices. In making a comparison with the 11 YOTs within the Region, Sunderland YOS has achieved average or above average scores in each of the 3 sections assessed.
- 3.3 The Inspection Team visit took place in the week beginning 5<sup>th</sup> October 2009, during which examination of a random sample of cases (62) and interviews with case managers took place.

- 3.4 The overall percentage score achieved for each of the 3 sections assessed by Sunderland YOS of 68% is calculated by taking the average of the scores achieved in each section.

Scoring is:

75 or over	MINIMUM improvement required
60-75	MODERATE improvement required
40-60	SUBSTANTIAL improvement required
Less than 40	DRASTIC improvement required

- 3.5 As a result of the Inspection, the following recommendations were made:

Changes are necessary to ensure that, in a higher proportion of cases:

- a good quality assessment, using Asset, is completed when the case starts.
- a good quality assessment of the individual's *Risk of Harm to others* is completed at the start.
- risk management plans and vulnerability management plans are completed on time and are good quality.
- the plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services, and the interventions undertaken with each individual are sequenced appropriately to their needs.
- there is evidence in the file of regular quality assurance by management.

- 3.6 Following the publication of the report on the 6<sup>th</sup> January 2010, the YOS was required to develop an Improvement Action Plan, agreed by the YOS Partnership Board, to address the areas for improvement within the report. This is to be submitted to the Youth Justice Board Regional Office within 4 weeks of the publication date. The YJB will lead on the monitoring of progress against the Action Plan.

- 3.7 The findings from this Inspection will feed into the wider annual Comprehensive Area Assessment (CAA) process of the council

#### **4. REASONS FOR DECISION**

- 4.1 To consider the key actions arising from the YOS Inspection Improvement Plan and advise if a further report on progress against the plan is required.

## **5. ALTERNATIVE OPTIONS TO BE CONSIDERED AND REJECTED**

- 5.1 Sunderland Youth Offending Service is funded in part through a core Youth Justice Board (YJB) grant, and Youth Justice Board grants for specific initiatives. It is a requirement of the YJB that YOTs participate in the inspection process and implement an Improvement Plan addressing the recommendations arising from the YOS Inspection. No other options are therefore recommended.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There are no specific financial implications for Sunderland Youth Offending Service as a result of the outcome of the inspection process. The improvement plan developed by the service to address the areas for improvement identified within the published report can be delivered within existing resources.

## **7. RELEVANT CONSULTATIONS**

- 7.1 The Youth Offending Service and its Partnership Board was afforded the opportunity of commenting on the draft report in terms of factual accuracy before its publication.
- 7.2 The YOS Partnership Board have been fully consulted on the development of the Improvement Action Plan required by the Youth Justice Board to address the identified areas for improvement within the Inspection report.
- 7.3 Specific objectives and actions identified within the Improvement Action Plan will be integrated into the Youth Justice Plan for 2010/2011 which will be submitted to a future Cabinet meeting.

## **8. BACKGROUND PAPERS**

Sunderland Youth Offending Service Core Case Inspection Report – HMI Probation.





Inspection of  
Youth  
Offending

*Archwilio Rhaglen Troseddwy'r Ifanc*



Criminal Justice  
Joint Inspection

*Arolygiad ar y Cyd Cyfiawnder Troseddol*

# Core Case Inspection of youth offending work in England and Wales

Report on youth offending  
work in:

**Sunderland**

ISBN: 978-1-84099-268-7

2010





## Foreword

This Core Case Inspection of youth offending work in Sunderland took place as part of the Inspection of Youth Offending programme. We have examined a representative sample of youth offending cases from the area, and have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality. Our findings will also feed into the wider annual Comprehensive Area Assessment process.

We judged that the Safeguarding aspects of the work were done well enough 68% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 68% of the time, and the work to make each individual less likely to reoffend was done well enough 68% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1.

These figures can be viewed in the context of our findings from the region inspected so far. To date, the average score for *Safeguarding* work has been 63%, with scores ranging from 38%-82%, the average score for *Risk of Harm* work has been 57%, with scores ranging from 36%-85%, and the average score for *Likelihood of Reoffending* work has been 65%, with scores ranging from 50%-82%.

Overall, we consider this an encouraging set of findings. We think that Sunderland YOS has good prospects for the future, on the basis that the staff team are committed and competent, and have the full support of enthusiastic and capable managers who are constantly striving to improve performance.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*January 2010*

## **Acknowledgements**

We would like to thank all the staff from the YOS, members of the Management Board and partner organisations for their assistance in ensuring the smooth running of this inspection.

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## Scoring – and Summary Table

This report provides percentage scores for each of the 'practice criteria' essentially indicating how often each aspect of work met the level of quality we were looking for. In these inspections we focus principally on the *Public Protection* and *Safeguarding* aspects of the work in each case sample.

Accordingly, we are able to provide a score that represents how often the *Public Protection* and *Safeguarding* aspects of the cases we assessed met the level of quality we were looking for, which we summarise here.

We also provide a headline 'Comment' by each score, to indicate whether we consider that this aspect of work now requires either **MINIMUM**, **MODERATE**, **SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

<b><i>Safeguarding score:</i></b>	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b><i>Score:</i></b> <b>68%</b>	<b><i>Comment:</i></b> <b><i>MODERATE improvement required</i></b>

<b><i>Public Protection – Risk of Harm score:</i></b>	
This score indicates the percentage of <i>Risk of Harm</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b><i>Score:</i></b> <b>68%</b>	<b><i>Comment:</i></b> <b><i>MODERATE improvement required</i></b>

<b><i>Public Protection – Likelihood of Reoffending score:</i></b>	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
<b><i>Score:</i></b> <b>68%</b>	<b><i>Comment:</i></b> <b><i>MODERATE improvement required</i></b>

We advise readers of reports not to attempt close comparisons of scores between individual areas. Such comparisons are not necessarily valid as the sizes of samples vary slightly, as does the profile of cases included in each area's sample. We believe the scoring is best seen as a headline summary of what we have found in an individual area, and providing a focus for future improvement work within that area.

### **Recommendations** (primary responsibility is indicated in brackets)

Changes are necessary to ensure that, in a higher proportion of cases:

- (1) a good quality assessment, using Asset, is completed when the case starts (Chair of Management Board)
- (2) a good quality assessment of the individual's *Risk of Harm to others* is completed at the start, which includes an analysis of all harm-related behaviour rather than a description (YOS Manager)
- (3) risk management plans and vulnerability management plans are completed on time and are good quality. They clarify the roles and responsibilities of staff, and include planned responses to changes in the *Risk of Harm* or vulnerability of the child or young person (YOS Manager)
- (4) the plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services, and the interventions undertaken with each individual are sequenced appropriately to their needs (YOS Manager)
- (5) there is evidence in the file of regular quality assurance by management, as appropriate to the specific case, with discussions and actions agreed at the High Risk Strategy Meetings being recorded in the relevant child or young person's file (YOS Manager).

### **Next steps**

An improvement plan addressing the recommendations should be submitted to HM Inspectorate of Probation four weeks after the publication of this inspection report. Once finalised, the plan will be forwarded to the Youth Justice Board to monitor its implementation.

## Service users' perspective

### Children and young people

Twenty four children and young people completed a questionnaire for the inspection.

- ◇ Children and young people said that staff explained what would happen when they came to the YOS.
- ◇ Most children and young people felt that the YOS staff had been interested in helping them, and staff had listened to what they had to say.
- ◇ All except one child or young person felt that the YOS took action to deal with things they needed help with.
- ◇ Less than half of the children and young people remembered being given a copy of their supervision or sentence plan.
- ◇ Almost all children and young people felt positive about the service given to them by the YOS.

### Victims

Fourteen questionnaires were completed by victims of offending by children and young people.

- ◇ All except one of the victims felt that the YOS had explained the services it could offer.
- ◇ Every victim thought the YOS had taken their needs into account.
- ◇ All victims stated that they had the chance to talk about any worries they had about offence or about the child or young person who had committed the offence.
- ◇ Approximately half of the victims benefited from any work done by the child or young person who committed the offence.
- ◇ Although most victims felt that the YOS had paid attention to their safety, one did not feel that this was the case.
- ◇ Overall, ten of the 14 victims were 'completely satisfied' with the service given by the YOS.

## Sharing good practice

Below are examples of good practice we found in the YOS.

### **Assessment and Sentence Planning**

#### **General Criterion: 1.2**

The YOS used a questionnaire with children and young people to explore their attitudes towards others. Completed questionnaires provided useful information about their beliefs or prejudices which were then challenged by their case managers in individual sessions. Entitled 'Some young people think...' eight questions followed that had three response options – agree, disagree, don't know. The questions included: 'that it is ok to call or bully people because of their skin colour, race or religion'; 'that it is ok to choose to be in a relationship with someone of the same sex'; and 'that people from different areas should not mix'.

### **Delivery and Review of Interventions**

#### **General Criterion: 2.2**

Sally had been sentenced to a custodial sentence for various offences, including shop thefts, for which she had been banned from the local shopping centre. Victim liaison staff engaged with security staff from the shopping centre and arrangements were made for a formal restorative justice conference to be held in custody. This took place and resulted in the banning order being lifted and a new contract being signed by Sally regarding how she would behave at the shopping centre in the future.

## 1. ASSESSMENT AND SENTENCE PLANNING

### 1.1 Risk of Harm to others:

**General Criterion:**

*The assessment of RoH is comprehensive, accurate and timely, takes victims' issues into account and uses Asset and other relevant assessment tools. Plans are in place to manage RoH.*

**Score:**

**72%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) A RoSH screening was undertaken in 97% of cases, and completed on time in 89% of cases. The screening was accurate in three-quarters of cases.
- (2) All except one relevant case had RoSH analyses completed. Most of the full analyses were completed on time.
- (3) The *RoH* classification recorded by the YOS was judged to have been correct in most cases.
- (4) In 73% of cases the RoSH assessments drew adequately on all appropriate information including MAPPA, other agencies, previous assessments, and information from victims.
- (5) Almost all cases which required a RMP had one.

**Areas for improvement:**

- (1) Less than half of the full RoSH analyses were completed to a sufficient quality. Reasons for insufficiency included previous relevant behaviour not being considered, lack of attention to the risk to victims and an overall lack of analysis of the harm-related behaviour.
- (2) Just over half of the RMPs were completed on time. Less than half were of sufficient quality. Some plans had not specified the roles and responsibilities of staff. Others lacked clarification of the planned response to be taken if *RoH* increased or risk-related behaviours occurred.
- (3) There was a lack of evidence of appropriate communication of all details of the RoSH assessment and management to relevant staff and agencies. Whilst High Risk Strategy Meetings were held for all high and very high *RoH* cases, there was no recording of these meetings within the child or young person's



case record, and some case managers appeared unaware of the content of the meetings.

- (4) Effective management oversight of *RoH* assessments was evident in 44% of cases. In some cases this was due to a lack of recording within the case records by managers to indicate their oversight. In other cases *RoH* assessments had been signed off when we considered them to have been of insufficient quality.

1.2 Likelihood of Reoffending:	
<p><b>General Criterion:</b></p> <p><i>The assessment of the LoR is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to reduce LoR.</i></p>	
<p><b>Score:</b></p> <p><b>69%</b></p>	<p><b>Comment:</b></p> <p><b>MODERATE improvement required</b></p>

### **Strengths:**

- (1) All cases had an initial assessment of LoR, and it was completed on time in 89% of cases.
- (2) Case managers had often liaised with other relevant agencies to complete the initial assessment of LoR, although this wasn't always well evidenced in the case record.
- (3) Completion of the *What do YOU think?* form by children and young people contributed to the initial assessment of LoR in just over two-thirds of cases.
- (4) Intervention plans/referral order contracts existed for all those cases that required them. 89% of them were completed on time, and 79% sufficiently addressed factors linked to offending. 73% of plans included positive factors.
- (5) Children and young people were actively and meaningfully involved in the planning process in 77% of cases, and parents/carers were involved in two-thirds of cases. Relevant external agencies were actively and meaningfully involved in most cases.
- (6) Intervention plans gave clear shape to the order (77%); focused on achievable change (88%); reflected sentencing purposes (93%); set relevant goals (88%); set realistic timescales (75%); and met the requirements of the national standard in 88% of cases.
- (7) Initial assessments were reviewed appropriately in 82% of cases and intervention plans were reviewed appropriately in 68% of cases.

### **Areas for improvement:**

- (1) There was evidence of active engagement to carry out the initial assessment of LoR with the child or young person in approximately two-thirds of cases, and active engagement with parents/carers in a little over half of relevant cases.
- (2) The initial assessment of LoR was completed to a sufficient standard in just over two-thirds of cases. A number of cases were considered insufficient because they had been completed late. In several cases the insufficiency was due to unclear or insufficient evidence being recorded, with some cases having offending-related factors that were scored too low on Asset compared with the evidence.
- (3) Case managers assessed the learning styles of children and young people in just one-quarter of cases.
- (4) Intervention plans integrated RMPs in only 39% of relevant cases; took into account Safeguarding needs in just 61%, and incorporated the child or young person's learning needs/style in 33% of cases.

### **1.3 Safeguarding:**

#### **General Criterion:**

*The assessment of Safeguarding needs is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to manage Safeguarding and reduce vulnerability.*

#### **Score:**

**66%**

#### **Comment:**

**MODERATE improvement required**

### **Strengths:**

- (1) Asset vulnerability screenings were completed in all except two cases, and 89% of them were completed on time. 70% of vulnerability screenings were completed to a sufficient quality.
- (2) The Safeguarding needs of children and young people were reviewed as appropriate in 74% of cases.
- (3) VMPs were completed in 74% of the cases that required them.
- (4) A contribution had been made to safeguard children and young people, through the CAF and other assessments and plans, in 63% of relevant cases.

***Areas for improvement:***

- (1) Where VMPs were completed, they were on time in only 37% of cases, and were of sufficient quality in 44% of cases. In some cases the quality was affected by a lack of clarification of the roles and responsibilities of staff. In several cases the planned response was inadequate.
- (2) VMPs contributed to and informed interventions in less than half of the cases.

**OVERALL SCORE for quality of Assessment and Sentence Planning work: 69%**

## 2. DELIVERY AND REVIEW OF INTERVENTIONS

### 2.1 Protecting the public by minimising Risk of Harm to others:

**General Criterion:**

*All reasonable actions have been taken to protect the public by keeping to a minimum the child or young person's RoH to others.*

**Score:**

**68%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) *RoH to others* was reviewed within the required timescales in three-quarters of cases. Changes in *RoH*/acute factors were anticipated wherever feasible and identified swiftly in approximately two-thirds of cases.
- (2) Effective use was made of MAPPA in almost all appropriate cases.
- (3) Case managers and other relevant staff contributed effectively to MAPPA processes and other multi-agency meetings, both in custody and in the community, in most cases.
- (4) Purposeful home visits were carried out throughout the course of the sentence in accordance with the level of *RoH* posed in 74% of cases, and in accordance with Safeguarding issues in 69% of cases.
- (5) Specific interventions to manage *RoH to others* in custody were delivered in 73% of cases, and in the community 64%.
- (6) Appropriate resources had been allocated according to the *RoH* throughout the sentence in 95% of cases.

**Areas for improvement:**

- (1) *RoH to others* was reviewed following a significant change in only 37% of cases.
- (2) Changes in *RoH*/acute factors were acted on appropriately in only just over half of relevant cases.
- (3) High priority had been given to victim safety in only just over one-third of relevant cases. Full assessments of the safety of victims had not been carried out in half of the cases requiring them.

- (4) Specific interventions to manage *RoH to others* were reviewed following significant change in only 40% of custody and 45% of community cases.

2.2 Reducing the Likelihood of Reoffending:	
<p><b>General Criterion:</b></p> <p><i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i></p>	
<p><b>Score:</b></p> <p><b>72%</b></p>	<p><b>Comment:</b></p> <p><b>MODERATE improvement required</b></p>

### **Strengths:**

- (1) Delivered interventions in the community were implemented in line with the intervention plan (67%); appropriate to the learning style (70%); of good quality (66%); designed to reduce LoR (90%), and incorporated all diversity issues (67%).
- (2) The YOS was involved in the review of interventions in custody in 82% of cases.
- (3) Appropriate resources were allocated according to the assessed LoR throughout the sentence in 93% of cases.
- (4) The RAP had been extended to children and young people on community orders as well as those released from custody. The positive support provided by RAP workers and ISSP staff was evident in many of the cases we inspected.
- (5) Case managers actively motivated and supported children and young people through the sentence in 88% of cases during their time in custody, and in 74% of cases in the community. They reinforced positive behaviour in custody (71%) and in the community (75%).
- (6) There was evidence of active engagement with parents/carers in 88% of appropriate cases in custody, and in 75% of cases in the community.

### **Area for improvement:**

- (1) Interventions delivered in the community were sequenced appropriately in under half of the cases, and reviewed appropriately in 57% of cases.

### 2.3 Safeguarding the child or young person:

**General Criterion:**

*All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.*

**Score:**

**73%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) All necessary immediate action was taken to safeguard and protect the child or young person in 88% of relevant cases in custody, and in 69% of appropriate cases in the community.
- (2) In most cases, where necessary, Safeguarding referrals to other agencies had been made.
- (3) There was good evidence that the YOS workers and other relevant agencies (especially ETE/Connexions, substance misuse services, secure establishments, and accommodation services) worked together to promote the Safeguarding and well-being of children and young people.
- (4) The YOS accommodation officer worked together with case managers to ensure that children and young people had appropriate accommodation on release from custody.
- (5) Specific interventions were identified (90%) and delivered (68%) to promote Safeguarding in the community. Interventions incorporated factors identified in the VMP in 78% of cases in the community.
- (6) In custody, specific interventions to promote Safeguarding were identified, delivered and reviewed as required in 83% of relevant cases.
- (7) All staff supported and promoted the well-being of children and young people throughout the course of the sentence in most cases.

**Areas for improvement:**

- (1) All necessary immediate action was taken to safeguard and protect other affected children or young people in less than half of the relevant cases in the community.
- (2) Interventions to promote Safeguarding in the community were reviewed as required in only approximately half of the relevant cases.
- (3) There was evidence of effective management oversight of Safeguarding and vulnerability needs in less than half of the cases. Whilst it was part of the risk management policy of the YOS for managers to oversee all cases assessed as

high or very high vulnerability within the High Risk Strategy Meetings, the evidence for this oversight was not clearly recorded within YOIS.

**OVERALL SCORE for quality of Delivery and Review of Interventions work: 71%**

### 3. OUTCOMES

#### 3.1 Achievement of outcomes:

**General Criterion:**

*Outcomes are achieved in relation to RoH, LoR and Safeguarding.*

**Score:**

**54%**

**Comment:**

***SUBSTANTIAL improvement required***

**Strengths:**

- (1) *RoH to others* was successfully managed in 70% of cases.
- (2) All reasonable action had been taken to keep children and young people safe in 82% of relevant cases.

**Areas for improvement:**

- (1) Children and young people complied with the requirements of the sentence in less than half of the cases.
- (2) In those cases where children and young people had not complied, enforcement action had been taken sufficiently well by the YOS in just under two-thirds of cases.
- (3) A reduction in factors linked to offending was evident in only 38% of cases. A reduction in risk factors linked to Safeguarding was seen in only 35% of relevant cases.
- (4) There did not appear to have been a reduction in the frequency or seriousness of offending in more than half of the cases.



### 3.2 Sustaining outcomes:

**General Criterion:**

*Outcomes are sustained in relation to RoH, LoR and Safeguarding.*

**Score:**

**72%**

**Comment:**

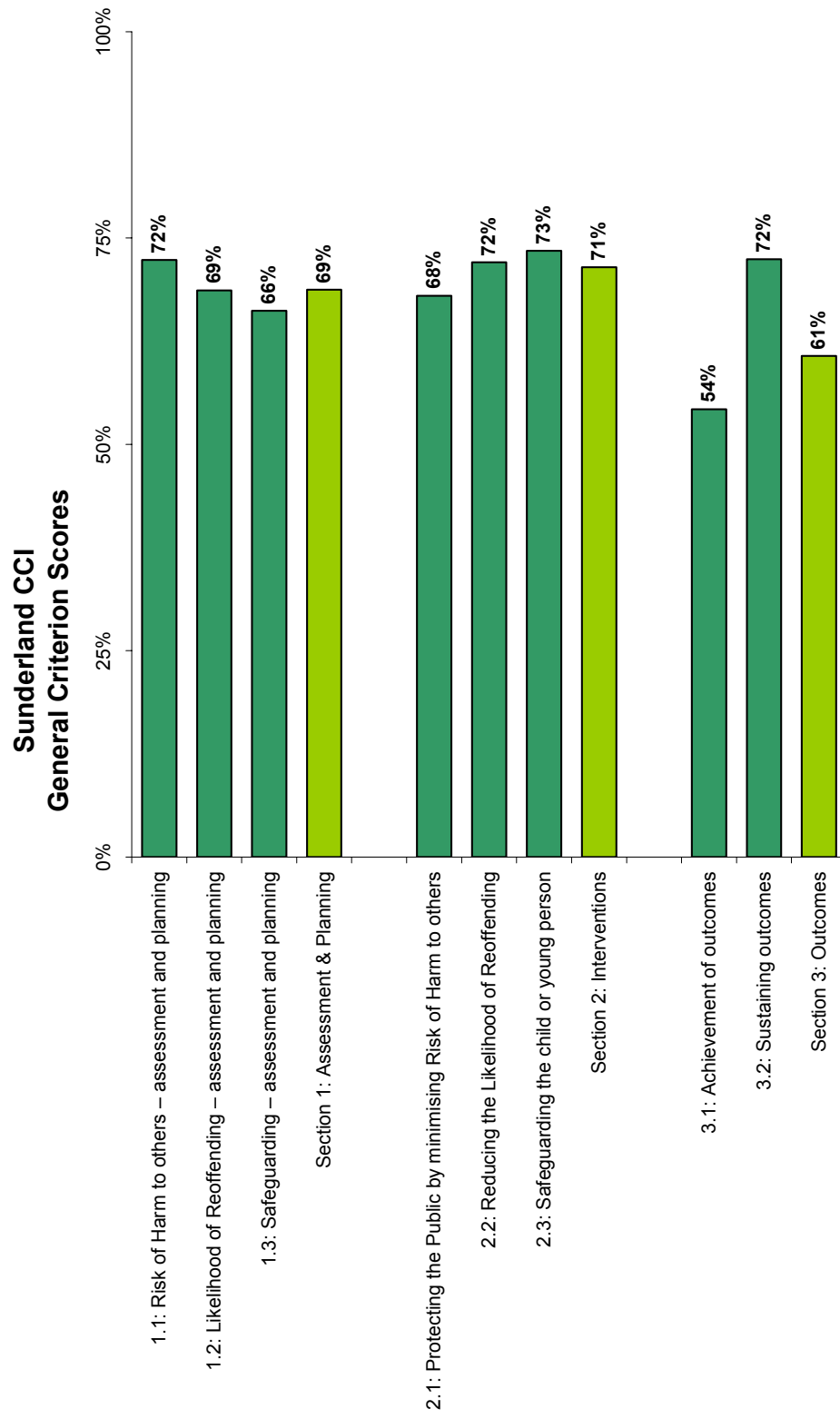
**MODERATE improvement required**

**Strengths:**

- (1) Full attention had been given to community integration issues in the majority of cases during the custodial phase and in the community.
- (2) Actions had been taken, or there were plans in place to ensure that positive outcomes were sustainable during the custodial phase of sentence in most cases, and in two-thirds of relevant cases in the community.

**OVERALL SCORE for quality of Outcomes work: 61%**

## Appendix 1: Summary



## **Appendix 2: Contextual information**

### **Area**

Sunderland YOS was located in the North East region of England.

The area had a population of 280,807 as measured in the Census 2001, 10.9% of which were aged ten to 17 years old. This was slightly higher than the average for England/Wales, which was 10.4%.

The population of Sunderland was predominantly white British (98.1%). The population with a black and minority ethnic heritage (1.9%) was below the average for England/Wales of 8.7%.

Reported offences for which children and young people aged ten to 17 years old received a pre-court disposal or a court disposal in 2008/2009, at 77 per 1,000, were above the average for England/Wales of 46.

### **YOS**

The YOS boundaries were within those of the Northumbria police and probation areas. The Sunderland Teaching PCT covered the area.

The YOS was located within the Positive Contribution and Economic Well-being section of the Sunderland City Council Directorate of Children's Services. It was managed by the Head of Positive Contribution and Economic Well-being.

The YOS Management Board was chaired by the Director of Children's Services. All statutory partners attended regularly.

The regional ISSP consortium was managed by Sunderland YOS.

### **YJB performance data**

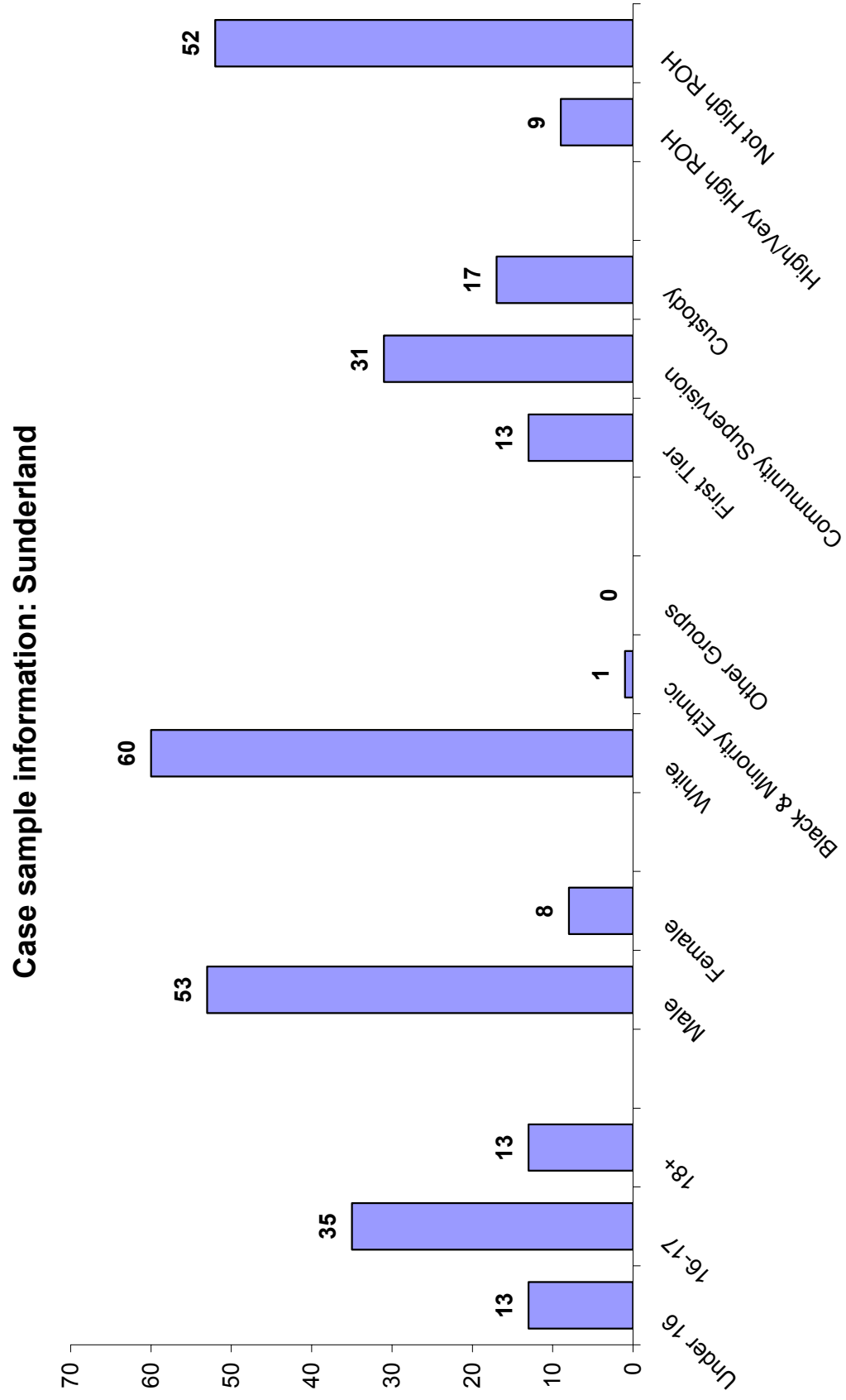
The YJB summary of national indicators available at the time of the inspection was for the period April 2008 to March 2009.

Sunderland's performance on ensuring children and young people known to the YOS were in suitable education, training or employment was 90.5%. This was an improvement on the previous year, and above the England average of 72%.

Performance on ensuring suitable accommodation by the end of the sentence was 99.4%. This was worse than the previous year, but better than the England average of 95%.

The "Reoffending rate after 9 months" was 76%, better than the England average of 85% (See Glossary).

# Appendix 3a: Inspection data chart



## **Appendix 3b: Inspection data**

Fieldwork for this inspection was undertaken in October 2009.

The inspection consisted of:

- ◊ examination of practice in a sample of cases, normally in conjunction with the case manager or other representative
- ◊ evidence in advance
- ◊ questionnaire responses from children and young people, and victims.

We have also seen YJB performance data and assessments relating to this YOS.

## **Appendix 4: Role of HMI Probation and Code of Practice**

Information on the Role of HMI Probation and Code of Practice can be found on our website:

**<http://www.justice.gov.uk/inspectors/hmi-probation>**

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

*HM Chief Inspector of Probation  
2nd Floor, Ashley House  
2 Monck Street  
London, SW1P 2BQ*

## Appendix 5: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and Training Order, a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Employment, training and education. Work to improve an individual's learning, and to increase their employment prospects
FTE	Full-time equivalent
HM	Her Majesty's
HMIC	HM Inspectorate of Constabulary
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
Interventions; <i>constructive</i> and <i>restrictive</i> interventions	<p>Work with an individual that is designed to change their offending behaviour and/or to support public protection.</p> <p>A <i>constructive</i> intervention is where the primary purpose is to reduce Likelihood of Reoffending.</p> <p>A <i>restrictive</i> intervention is where the primary purpose is to keep to a minimum the individual's <i>Risk of Harm to others</i>. Example: with a sex offender, a <i>constructive intervention</i> might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their <i>Risk of Harm</i>) might be to monitor regularly and meticulously their accommodation, their employment and the places they frequent, imposing and enforcing clear restrictions as appropriate to each case.</p> <p>NB. Both types of intervention are important</p>
ISSP	Intensive Supervision and Surveillance Programme – this intervention is attached to the start of some orders and licences and provides initially at least 25 hours programme contact including a substantial proportion of employment, training and education
LoR	Likelihood of Reoffending. See also <i>constructive</i> Interventions
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children Board – set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality.

MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher <i>Risk of Harm to others</i> .
Ofsted	Office for Standards in Education, Children's Services and Skills – the Inspectorate for those services in England (not Wales, for which see Estyn)
PCT	Primary Care Trust
PPO	'Prolific and other Priority Offender' – designated offenders, adult or young, who receive extra attention from the Criminal Justice System agencies
Pre-CAF	This is a simple 'Request for Service' in those instances when a Common Assessment Framework may not be required. It can be used for requesting one or two additional services, e.g. health, social care or educational
PSR	Pre-sentence report – for a court
"Reoffending rate after 9 months"	A measure used by the Youth Justice Board. It indicates how many further offences are recorded as having been committed in a 9-month period by individuals under current supervision of the relevant YOT, and it can be either more or less than 100%. "110%" would therefore mean that exactly 110 further offences have been counted as having been committed 'per 100 individuals under supervision' in that period. The quoted national average rate for England in early 2009 was 85%
RAP	Resettlement and Aftercare Programme
RMP	Risk management plan. A plan to minimise the individual's <i>Risk of Harm</i>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	'Risk of Serious Harm', a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using 'Risk of Harm' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
SIFA	Screening Interview for Adolescents (Youth Justice Board approved mental health screening tool for specialist workers)
SQIFA	Screening Questionnaire Interview for Adolescents (Youth Justice Board approved mental health screening tool for YOT workers)
VMP	Vulnerability management plan. A plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution. A Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks.
YOS/T	Youth Offending Service/Team





<b>CABINET MEETING – February 2010</b>  <b>EXECUTIVE SUMMARY SHEET – PART I</b>	
<b>Title of Report:</b> Children and Young People's Plan (CYPP) 2010-25	
<b>Author(s):</b> Executive Director of Children's Services	
<b>Purpose of Report:</b> To present Cabinet Members with a Consultation Draft of the Children and Young People's Plan (CYPP) 2010-25 Strategy and 3 year Delivery Plan 2010-13 as set down in Article 4 of the Council's Constitution.	
<b>Description of Decision:</b> To seek approval to the Consultation Draft of the CYPP 2010-2025 Strategy CYPP three year delivery plan 2010-13 and to canvas the views of members prior to presentation of the final CYPP to be presented to Council for ratification in March 2010.	
<b>Is the decision consistent with the Budget/Policy Framework?</b> Yes	
<b>If not, Council approval is required to change the Budget/Policy Framework</b>	
<b>Suggested reason(s) for Decision:</b> The CYPP is an Article 4 plan under the Constitution of the Council and is the primary document for the Children's Trust partnership to set out how it will deliver priorities to deliver better outcomes for children, young people and their families.	
<b>Alternative options to be considered and recommended to be rejected:</b> The alternative option is not to produce a CYPP. This would result in a breach of the Council's Constitution and have a negative impact on outcomes for children, young people and their families.	
<b>Is this a "Key Decision" as defined in the Constitution?</b> Yes  <b>Is it included in the Forward Plan?</b> Yes	<b>Relevant Scrutiny Committee:</b> Children, Young People and Learning



**CHILDREN AND YOUNG PEOPLE'S PLAN 2010-25****Report of Director of Children's Services****1. Purpose of the Report**

- 1.1 To present Cabinet Members with a Consultation Draft of the Children and Young People's Plan (CYPP) 2010/2025 Strategy and 3 year Delivery Plan 2010-2013.

**2. Description of Decision**

- 2.1 To seek approval to the Consultation Draft of the CYPP 2010-25 and to canvass the views of members prior to presentation of the final CYPP to be presented to Council for ratification in March 2010.

**3. Introduction/Background**

- 3.1 The Children and Young People's Plan continues to be the key document that covers, in one place, all services for young people and families within a single strategic and overarching vision for the local area.
- 3.2 Children's Trust partners are closely involved in its development and should ensure their own plans are fully aligned with it. The Children's Trust signs off the CYPP, ensures that it is published, refreshed, evaluated and reviewed. The CYPP both drives the operating plans which underpin it and reflects and informs the overarching plan – the Sunderland Strategy - of which it should be a part.
- 3.3 The Apprenticeships, Skills, Children and Learning Act 2009 quickly followed statutory guidance issued in November 2008 and January 2009 setting out the Government's direction for strengthening Children's Trusts' governance and CYPP arrangements.

The Act facilitates greater partnership ownership of the CYPP by legislating to place the duty from April 2011 on the Children's Trust Board to produce, publish and monitor the CYPP. The jointly-owned CYPP will reflect shared priorities in, for example, PCT commissioning plans and Local Area Agreements to address the needs of children and young people, including the most vulnerable and those with additional needs, and seek to ensure that services are designed around those needs.

It is important that the Children's Trust is accountable for its actions to the local community, including children and families and front line providers.

The local authority must set out in the CYPP what the Children's Trust intends to do to improve outcomes for local children and families.

#### 4. Current Position

- 4.1 The CYPP 2010-25 is the Children's Trust's 15 year strategy, setting out the vision and strategy of the Children's Trust to show what success will look like in 2025 in improving outcomes for all children and narrowing the gap in outcomes for our more vulnerable groups.
- 4.2 The CYPP:
- Provides an overview of Sunderland Children's Trust and its priorities for the city
  - Sets out the national context of the CYPP and how we, in Sunderland will monitor and evaluate our local CYPP
  - Demonstrates how all partners in the city will work towards the Children's Trust's priorities
  - Strengthens the alignment between the CYPP, Sunderland Strategy and Local Area Agreement, setting out the lines of accountability held by the Sunderland Partnership with those by the Children's Trust
- 4.3 As a strategy for the future, it recognizes both the strengths and the areas for improvement in the capacity, skills and competence within Children's Trust's arrangements to deliver better outcomes.
- 4.4 This CYPP 2010-25 sets out the strategic direction for the Children's Trust and how it is going to work to achieve improvements. The strategy is underpinned by a series of 3 year plans which will be delivered through partnerships aligned to the Children's Trust and the Sunderland Partnership, which will set out clear plans for commissioning each priority outcome.
- 4.5 The Children's Trust has applied its commissioning process in developing this strategy. In November 2008, the Children's Trust conference engaged partners and stakeholders in the planning for the CYPP 2025 Strategy.
- 4.6 A number of documents have been prepared that contribute towards this process and the development of the CYPP 2010-25.
- **Annual Report 2009** – reports on the achievements and progress that has been made against each of the priorities and actions within the CYPP 2007-09 and identifies any outstanding areas of work.
  - **The CYPP 2009/10** – is an extension of the CYPP 2007-09. It was prepared as part of the process of publishing the Annual Report 2009 and preparing for the Children's Trust's assessment of need.
  - **The Needs Assessment 2009** sets out the details of a comprehensive analysis of need and was prepared during January to September 2009. The needs assessment was drawn up looking at a range of qualitative and quantitative information
- 4.7 Once the needs assessment was prepared the commissioning process allowed the Children's Trust to:

- **Set priority outcome areas**
- **Develop the CYPP 2010-25**
- **Develop the three year delivery plan 2010-13** – this document sets out specific actions that demonstrate how partnerships are working towards improving each priority outcome areas. During October and November 2009 commissioning leads and key contacts were engaged in preparing the information that feeds into the three year delivery plan.

4.8 The CYPP 2010-25 Strategy sets out the vision, values and principles of the Children's Trust, the key aims and milestones, how the Children's Trust will be accountable for delivering the strategy, monitoring and evaluation arrangements as well as information around resources and finance.

4.9 The CYPP three year delivery plan 2010-13 provides information about each of the priority outcomes, identifying the lead partnership, what is currently happening and what plans are in place to improve outcomes, as well as information on performance and resources. The identified priority outcomes relate to:

- Improving outcomes for those living in poverty and reducing child poverty
- Safeguarding children and young people in Sunderland
- Reducing levels of childhood obesity
- Reducing levels of teenage pregnancy
- Improving children and young people's emotional and mental health
- The impact of domestic violence on children and young people
- Reducing levels of bullying
- Reducing levels of crime committed by children and young people and reducing children and young people's fear of crime
- Improving attainment at school and narrowing the gap for those groups of children who do not do as well as their peers
- Having locally accessible and affordable fun play and physical activities
- Reducing levels of offending
- Reducing levels of anti-social behaviour
- Improving the public perception of young people
- Increasing the proportion of young people in education, employment and training
- Improving transport
- Improving the environment
- Improving outcomes for vulnerable groups, including those with learning difficulties and/or disabilities, children in care, children in need and in need of protection, those from black and minority ethnic groups.

## 5. Timescales

January 2010 – March 2010	<b>Formal consultation period for the article 4 plan. This includes Cabinet, Scrutiny Committee and Council</b>
03.02.10	Cabinet consideration of the draft CYPP
11.02.10	Children, Young People & Learning Scrutiny Committee consideration
10.03.10	Cabinet approval of final draft
31.03.10	Council approval
01.04.10	<b>Launch of CYPP 2010-25</b>

## 6. Reasons for the Decision

The CYPP is an Article 4 Plan under the Constitution of the Council and is the primary document for the Children's Trust partnership to set out how they will deliver priorities to ensure better outcomes for children, young people and their families.

## 6. Alternative Options

An alternative option would be not to produce the CYPP. This would result in a breach of the Council's Constitution and have a negative impact on outcomes for children, young people and their families.

## 7. Relevant Considerations/Consultations

Throughout the process the Children's Trust has informed and engaged some key stakeholder groups.

- Partners - workshops to reassess Children's Trust arrangements and to consider priorities emerging from the Needs Assessment.
- Members – two drop-in events have been held (in June and November 2009) for all Members.
- Schools – regular letters have been sent to schools to inform them of the work of the Children's Trust in developing the CYPP 2010-25.
- Consultation with the Children, Young People and the Learning Scrutiny Committee Consultation Group

Links have been made with the Sunderland Strategy and its related strategies and thematic partnerships, as well as the Local Area Agreement and National Indicator Set.

## 8. List of Appendices

Children and Young People's Plan 2010-25 Strategy and 3 year Delivery Plan

## **9. Background Papers**

Children and Young People's Plan 2009-10

Statutory Guidance on Inter Agency Cooperation November 2008

Children and Young People's Plan Guidance 2009

Report to Cabinet May 2009





**THE CHILDREN AND YOUNG PEOPLE'S PLAN  
2010-25**

**THE FIFTEEN YEAR STRATEGY - MAKING  
SUNDERLAND A CHILD AND YOUNG PERSON  
FRIENDLY CITY**

**DRAFT – CONSULTATION DOCUMENT**

**CABINET BRIEFING**

## CYPP 2010-25

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## **FOREWORD**

### **SUNDERLAND.....FOR A BETTER FUTURE**

We are pleased to introduce this 15 year strategy for improving outcomes for the children and young people of Sunderland.

It is ambitious and forward looking in setting out clear vision and priorities for improving the lives of our children and young people in 2025. As we plan ahead, most of the children we are planning for have yet to be born, and many of those children and young people who are living and learning in Sunderland now will be young adults and possibly parents themselves by the time this strategy reaches maturity.

Our aspirations for children and young people are translated through this strategy into clear priority outcomes and long term improvements supported by our growing understanding of children's needs, our performance and the views of everyone involved, not least the children and young people themselves. We want to share our aspirations and raise the aspirations of our children and young people as they develop into young adults.

Setting out a 15 year strategy brings opportunities and challenges. It presents a big opportunity for enabling present and future young lives to reach full potential and maximise opportunities to lead happy, healthy, safe and prosperous lifestyles. It is an opportunity to shape services to support parents and parents-to-be so as to meet the future needs of our young people.

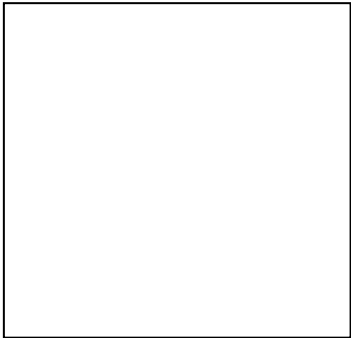
It presents a challenge to all partners working together across the City for and with children, young people and families to make sure that services are delivered efficiently and effectively in order to demonstrably improve the lives of our children and young people.

We are also conscious of the climate of economic uncertainty – an estimated £100 billion savings nationally from the public sector as a whole - and the challenge that it will bring as we continue our journey to achieve better outcomes for all children and young people.

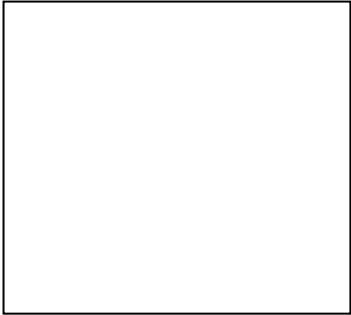
We know that in these circumstances we need be more efficient in a number of ways – do more for less, adopt new ways of working, prevent rather than treat, have greater shared responsibility, and target those most in need.

We also know that, in facing this uncertainty, we have the opportunity to strengthen the direction of travel of the Sunderland Children's Trust through closer alignment with the Sunderland Strategic Partnership and through shared strategies, processes and resources across the City.

Our strategy aims to achieve all this through closer, more integrated and effective partnership working.



**Lead Member for Children and Young People**



**Executive Director of Children's Services**



## EXECUTIVE SUMMARY

The Children and Young People's Plan (CYPP) Strategy 2010-25 sets out the clear vision and strategy of the Children's Trust<sup>1</sup> to show what success will look like in 2025 in improving outcomes for all children and narrowing the gap in outcomes for our more vulnerable groups.

The CYPP Strategy 2010-25 is complemented by a series of three year delivery plans, which will set out the priority outcomes for the three year period.

### **National context**

The CYPP provides information that is statutorily required by the Department for Children, Schools and Families (DCSF).

The CYPP is driven by

- Every Child Matters Outcomes Framework
- Narrowing the Gap (2007)
- The Children's Plan (2007)
- Statutory Guidance on Inter-Agency Cooperation (2008)
- Ending child poverty: everybody's business (2008)
- Apprenticeships, Skills Children and Learning Act (2009)

### **Sunderland Children's Trust**

Sunderland Children's Trust has a 2025 vision for children and young people, namely:

***'Working together to improve life chances and raise aspirations for each child and young person in Sunderland, and to narrow the gap in outcomes for our most vulnerable groups and families'***

The Children's Trust is working within Local Strategic Partnership arrangements and as such is working towards the vision in the Sunderland Strategy 2008-2025:

*'Creating a better future for everyone in Sunderland'*

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

The Children's Trust's vision will be delivered through a mix of universal<sup>2</sup>, targeted<sup>3</sup> and specialist<sup>4</sup> services.

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<sup>1</sup> Sunderland Children's Trust is the multi-agency partnership responsible for taking a strategic lead to improve outcomes for all children and young people in the City

<sup>2</sup> For all

<sup>3</sup> For those with additional needs

<sup>4</sup> For those with complex needs and at most risk

### Children's Trust Values

- Put people first
- Be fair and open
- Act with integrity
- Strive to be the best

### Children's Trust Principles

- Celebrate the achievements of children and young people
- Have every child, young person and their family at the heart of all we do. And to build resilience in children and young people whilst supporting parents and carers to help improve outcomes for their children
- Create productive, locally accessible services through true multi-agency working
- Re-orientate systems, processes and services toward early intervention and prevention
- Create a workforce of trusted adults who are confident, capable and competent
- Embed a commissioning culture and framework of outcomes based accountability, underpinned by a commitment to pooling and aligning budgets and allocating resources to outcomes
- Ensure the views of children and young people are heard and their participation in decision making is supported.

### **Key aims, targets and milestones**

The Children's Trust's has set out its anticipated achievements over the fifteen years 2010-25. These are taken from the DCSF's Children's Plan, the Sunderland Strategy and other multi-agency partnership plans relating to children and young people in Sunderland. The aims are for children and young people in Sunderland to:

#### **Be Healthy:**

*The focus of this outcome is to create a city where...*

**children and young people lead healthy lives - where children and young people eat healthy meals, take part in exercise and access excellent health and social care services that support them to live long, healthy and happy lives**

#### **Stay Safe:**

*The focus of this outcome is to create a city where...*

**children and young people feel, and are, safe and secure at home, at school and in their community**

#### **Enjoy and Achieve:**

*The focus of this outcome is to create a city where...*

**children and young people enjoy their time at school and fulfil their potential – where c&yp learn in a cohesive and inclusive environment, enjoy and achieve through learning and contribute towards the city's thriving learning culture**

## **Make a Positive Contribution:**

*The focus of this outcome is to create a city where...*

**children and young people contribute towards the development of services for all people in the city – where c&yp give their views and are listened to, and are able to help Sunderland become a clean, green city**

## **Achieve Economic Wellbeing:**

*The focus of this outcome is to create a city where...*

**children and young people are able to fulfil their potential – where c&yp are skilled and motivated and have lots of opportunities to progress their careers, helping Sunderland be an enterprising and productive global city with a strong and diverse economy**

### ***Holding the Children's Trust accountable for improving the outcomes of children and young people in Sunderland***

The Children's Trust is accountable for delivering the fifteen year strategy. Partnership arrangements are in place to ensure the CYPP is monitored and reported on over the fifteen year period. Partnership arrangements are set up between the Sunderland Partnership (or Local Strategic Partnership), the Children's Trust, Joint Commissioning Board and multi-agency partnerships responsible for priority outcomes.

These partnership arrangements are supported by service providers, professional and practitioner networks and the views of children and young people.

These partnership arrangements are scrutinised by the Children, Young People and Learning Scrutiny Committee.

### ***Monitoring and reporting on progress made against the CYPP Delivery Plan***

The CYPP Delivery Plan will be monitored and evaluated through a process of monthly, six monthly and annual reviews. An annual report will be prepared to set out the findings of these reviews.

Every three years a new assessment of need will be prepared and a new delivery plan published setting out priority outcomes for the following three years.

## INTRODUCTION

### What is the Children and Young People's Plan?

The Children's Trust's<sup>5</sup> Children and Young People's Plan (CYPP) 2010-25, also known as the Children's Trust's fifteen year strategy, sets out the clear vision and strategy of the Children's Trust to show what success will look like in 2025 in improving outcomes for all children and narrowing the gap in outcomes for our more vulnerable groups.

The CYPP also provides information that is statutorily required by the Department for Children, Schools and Families.

#### The CYPP

- Provides an overview of Sunderland Children's Trust and its priorities for the city
- Sets out the national context of the CYPP and how we, in Sunderland will monitor and evaluate our local CYPP
- Demonstrates how all partners in the city will work towards the Children's Trust's priorities
- Strengthens the alignment between the CYPP, Sunderland Strategy and Local Area Agreement, setting out the lines of accountability held by the Sunderland Partnership with those of the Children's Trust

As a strategy for the future, it recognizes both the strengths and the areas for improvement in the capacity, skills and competence within Children's Trust arrangements to deliver better outcomes.

This CYPP 2010-25 sets out the strategic direction for the Children's Trust and how it is going to work to achieve improvements. The strategy will be delivered through partnerships aligned to the Children's Trust and the Sunderland Partnership, who will set out clear delivery plans for commissioning each priority outcome.

### National Context

Three key national drivers are shaping the future direction of Children's Trusts' and strategic planning, namely **The Children's Plan**, **the duty to cooperate**, and **child poverty**. These policies are now set in legislation, namely the **Apprenticeship, Skills, Children and Learning Act 2009**.

- The **Children's Plan** (launched in December 2007) is the Department for Children Schools and Families' (DCSF) 10-year strategy to make England the best place in the world for children and young people to grow up in. The Children's Plan is aligned with the Every Child Matters Outcomes Framework, and a range of policies and strategies have been developed by the DCSF to support Children's Services and Children's Trusts to achieve improved outcomes.
- In November 2008, the DCSF issued '**Statutory Guidance on Inter Agency Cooperation**', under section 10 of the Children Act 2004, to which all local

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<sup>5</sup> Sunderland Children's Trust is the multi-agency partnership responsible for taking a strategic lead to improve outcomes for all children and young people in the City



authorities and 'relevant partners' must have regard to. This guidance replaces previous statutory guidance from 2005 and April 2008. Key implications are for Children's Trusts to:

- Include a 'step change' in the involvement of schools, and schools must be able to shape the planning and commissioning of services and play a central part in the work of the Children's Trust
  - Pursue commissioning activities jointly and pool budgets, wherever appropriate. The commissioning cycle should apply, whether services are delivered by in-house teams, other public sector organisations, or the third sector
  - Have in place stronger systems of prevention and early intervention
  - Deliver services increasingly co-located and integrated within universal settings
  - Have clear processes and pathways within universal services to engage and work with specialist services
  - Reconfigure existing services and commission new ones to support needs identified in universal settings
- The Government is committed to reducing child poverty, aiming to halve child poverty between 1998 and 2010, and to eradicate it by 2020. This is most recently demonstrated in **'Ending child poverty; everybody's business'** (released in March 2008) and is likely to be supported through a Child Poverty Bill. Reducing child poverty requires a multi-faceted approach by Children's Trust partners - tackling poverty in the short term and breaking inter-generational cycles of disadvantage.
- The **Apprenticeships, Skills, Children and Learning Act 2009** (ASCL Act) is intended to promote excellence in schools and create a more customer-driven skills and apprenticeship system.
  - From 2010 local authorities (LAs) will have responsibility for commissioning and funding all education and training for young people up to the age of 19, making them the strategic lead for all children's services from 0 to 19.
  - The Act strengthens Children's trusts by putting Children's Trust Boards on a statutory footing. It extends the existing duty to cooperate to promote children's well-being to include all maintained schools, academies, Six Form Colleges, FE colleges and Jobcentre Plus. It will also place a duty on the members of the Children's Trust Board to prepare, publish and monitor a strategic Children and Young People's Plan for the local area. It will empower Children's Trusts to pool funds and share other resources between relevant partners, and place a duty on the Children's Trust Board members to supply information to the board to enable to assist the board to perform its functions
  - In response to Lord Laming's review, the Secretary of State has taken immediate steps through the ASCL Act to strengthen the challenge role of Local Safeguarding Children Boards (LSCBs) and clarify the relationship between children's trusts and LSCBs; appoint two members of the general public to every LSCB in the country to open up the child protection system to greater public scrutiny; and introduce new statutory targets for safeguarding and promoting the welfare of children.

- The Act will give children's centres a specific statutory basis, and place new duties on LAs to establish and maintain sufficient numbers to meet local needs.
  - The Act makes behaviour and attendance improvement partnerships statutory, and requires secondary schools to be part of a behaviour and attendance improvement partnership.
- **Narrowing the Gap** is a two-year research and development programme which is funded by the DCSF and hosted by the Local Government Association (LGA). It began in June 2007 and completed its work in June 2009. The programme's ambitious purpose was to make a significant difference to our ability to narrow the gap in outcomes between vulnerable and excluded children and the rest in this country, while improving outcomes for all. It produced a number of recommendations for local Children's Trusts:
- Use Local Area Agreements for aligning children's services and broader corporate objectives within the council.
  - Ensure compatibility across all local ICT systems
  - Ensure staff are confident, capable and competent, skilled in their own speciality but able to work well with others.
  - Investigate whether outcome based accountability or other similar frameworks could improve your ability to narrow the gap
  - Celebrate examples of local success in improving outcomes and narrowing the gap
  - Encourage all children's services to employ members of the local community
  - Develop more early preventive work with children and families, including in informal community settings; make sure fathers aren't left out.
  - Ensure children's centres and schools lie at the heart of early intervention and prevention.
  - Create strong relationships with the voluntary and community sectors, particularly in areas of disadvantage and high population mobility.

The format and content of this CYPP is partly determined nationally. In January 2009, the DCSF provided revised guidance to Children's Trust's setting key requirements for the CYPP 2010 and beyond. This CYPP has been written to meet these requirements. The Government is preparing to publish revised statutory guidance in Spring 2010, following the passage of the Apprenticeships, Skills, Children and Learning Bill.



## SUNDERLAND – THE LOCAL PICTURE

The local picture has been profiled using

- Demographic information held by Sunderland City Council
- Information gathered through the Sunderland Children's Trust Assessment of Need, which analyses the needs of children and young people in the City
- Information gathered in Sunderland's Joint Strategic Needs Assessment that relates to the health of all people in the City

The local picture sets the scene to give an idea of what the whole of Sunderland looks like, as well as setting the picture for the environment in which children and young people grow up. The Sunderland Strategy aims to improve outcomes for all those who live in Sunderland. The Children and Young People's Plan 2010-25 aims to improve outcomes for all children and young people living in the City.

### **Sunderland – the local picture**

Sunderland is the largest city in England's North East Region. The river Wear runs through the heart of the city, and the city boundary includes the former new town of Washington and the former coal mining areas of Houghton and Hetton. It forms part of the Tyne and Wear city region.

Between the early 1980's and 1990's the traditional industries on which the city's economy was founded declined greatly or simply ceased to exist. Sunderland is striving to deal with this legacy and is building a modern and dynamic city. In recent years the transformation of the City's coalfields, city centre and riverside has been striking – the former ship yard areas are now the location of several high profile developments including the National glass Centre, Sunderland University's St Peter's Campus and Stadium Park. Attention has now turned to city centre regeneration and progress is being made to transform key sites.

Over the last 20 years the city has undergone a marked economic and social transition following the decline in the traditional industries of mining, shipbuilding and heavy engineering. New jobs have been created as part of a large-scale industrial shift towards the automotive manufacturing and service-based "call centre" sectors. There are now more people employed in new service industries than were employed in traditional industries.

### **Key facts**

- Sunderland is the largest city in England's North East region, with a population of 283,700, of which 65,800 are aged 0 – 19 (based on ONS mid year 2005 estimates).
- Sunderland is a city with high levels of deprivation. Sunderland is ranked as 35th most deprived local authority in England (top 10% most deprived), with very high levels of deprivation in some communities. 22% of Sunderland's population (55,000 people) live in the 10% most deprived areas in England, with relatively high deprivation scores for Employment, Education and Skills and Health and Disability (Index Multiple Deprivation 2007)

- There are 222,125 people aged 18 and over in the city. Whilst average life expectancy has improved (with declines in deaths as a result of specific diseases), the city continues to lag behind the England position, with significant variations between wards in Sunderland.
- Sunderland has a higher proportion of people with a limiting long-term illness than the corresponding North-East and England positions and this is partly related to health determinants amongst the population.
- The minority ethnic population is small but growing, representing 2,019 pupils of all ages in 2008 (4.7% of school Census population), with the Bangladeshi school population representing the largest ethnic group with 627 pupils.
- Sunderland has lower proportion of working age population who achieve level 4/5 qualifications compared to other Tyne and Wear authorities (14% Sunderland, 18% Tyne and Wear, 23% national).
- According to the 2007 Crime and Disorder Index of Deprivation, 22% of Sunderland residents live in the 20% most deprived areas, just above the national 20% rate. Crime in Sunderland has been decreasing, with total recorded offences per thousand population declining from 136 in 2002/03 to 85.7 in 2007/08, which is in line with statistical neighbours (Home Office statistics).
- The number of children and young people aged 0-19 in Sunderland is 65,800 (Office for National Statistics (ONS) mid 2007 estimates), a fall compared to previous years
- The number of pupils in primary, secondary and special schools has fallen from 41,934 (2008 School Census) to 40,047 (2009 School Census)
- The numbers of children and young people aged 0-15 in Sunderland from a black or minority ethnic heritage is 2800 (5.4% - ONS mid 2006 estimates)

## OUR FIFTEEN YEAR STRATEGY

### Sunderland Children's Trust

Sunderland Children's Trust is the multi-agency partnership responsible for taking a strategic lead to improve outcomes for children and young people in the city.

The agencies involved in Children's Trust arrangements have overall responsibility for the priorities in the Children and Young People's Plan.

The following are key partners in the Children's Trust:

- Sunderland City Council
- Sunderland Teaching Primary Care Trust
- City Hospitals Sunderland NHS Foundation Trust
- South of Tyne and Wear NHS
- Northumbria Police
- Northumbria Probation Board
- The University of Sunderland
- Tyne and Wear Fire and Rescue Service
- City of Sunderland College
- Young People's Learning Agency
- Schools
- Gentoo
- Representatives of the voluntary and community sector

### Our Vision

Sunderland Children's Trust has a 2025 vision for children and young people, namely:

***'Working together to improve life chances and raise aspirations for each child and young person in Sunderland, and to narrow the gap in outcomes for our most vulnerable groups and families'***

The vision represents our shared ambition to empower and work with families so as to enrich the lives of all children and young people in Sunderland by improving outcomes and preparing them well for adulthood.

The Children's Trust is working within Local Strategic Partnership arrangements and as such is working towards the vision in the Sunderland Strategy 2008-2025:

***'Creating a better future for everyone in Sunderland'***

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

### Delivering Our Vision

To deliver this vision, a framework for improving outcomes for all children and young people has been developed around a service delivery model that will provide universal, targeted and specialist services. These are defined as:

- Universal services: services for all children and young people and families
- Targeted services: services for children and young people and families living in particular areas and/or with identified needs
- Specialist services: services for children and young people and families with complex needs and/or children and young people at high risk

The focus is on early identification of need, early intervention and prevention, and on reducing the gap in outcomes for our most vulnerable groups of children and young people, with clarity in individual cases about the need for targeted services and, in time, reduced demand on specialist services providing opportunity for re-investment.

In Sunderland, children and young people are at the centre of services provided for them. There is no sole provider of services and the achievement of our vision requires the continued development of key relationships between all partners across the city.

The focus of all partners is on community and family investment, representation and engagement in a range of local and citywide services accessible through community facilities such as schools and children's centres, developing an increased 'sense of place and belonging' for our children and young people, our parents of the future

We need to continue to build upon the development of integrated services through strengthening the working relationship between partners. This is all part of our shared journey, continually being shaped by radical changes in legislation and policy, through the Children Act 2004, 'Every Child Matters: Change For Children' and the Children's Plan, and is informed by the Department for Children, Schools and Families' "CYPP Guidance 2009".

## Our values and principles

**Our values** are the key to how we work together for children and young people across the city. They are the drivers in our working lives, regulating our behaviour, and enabling a consistent response to children and young people so that everyone working in children's and young people's services is truly putting children, young people and families at the centre of our thinking and actions.

Our shared core values across the Sunderland Partnership and the Children's Trust are to

- **Put people first** - by developing our services and our organisations around the needs of local people, valuing and responding to their views, by keeping people informed through meaningful consultation processes, and making decisions that have a lasting positive impact for the people of Sunderland
- **Be fair and open** - by valuing every individual regardless of their race, sex, age, religion, sexuality, disability, ethnic or national origin, personal beliefs or circumstances; respecting individual rights, whilst looking after the interests of the wider community
- **Act with integrity** - by taking decisions in an open and transparent way, adhering to the highest standards of professional and ethical conduct, accepting responsibility for our own actions and ensuring the opportunity for people to participate in decision making
- **Strive to be the best** - by being ambitious, reaching our vision through collaborative working, embracing learning and development for the benefit of

individuals and partners, sharing our knowledge and experiences to learn from each other and building upon good practice

**Our principles** underpin how we work. They are the 'building blocks' to making sure that we consistently engage in activities to better the lives of children and young people by enhancing our understanding, skills, experience and resources.

Our core principles are to:

1. Celebrate the achievements of children and young people
2. Have every child, young person and their family at the heart of all we do. And to build resilience in children and young people whilst supporting parents and carers to help improve outcomes for their children
3. Create productive, locally accessible services through true multi-agency working
4. Re-orientate systems, processes and services toward early intervention and prevention
5. Create a workforce of trusted adults who are confident, capable and competent
6. Embed a commissioning culture and framework of outcomes based accountability, underpinned by a commitment to pooling and aligning budgets and allocating resources to outcomes
7. Ensure the views of children and young people are heard and their participation in decision making is supported.

We strongly believe every child and young person is entitled to a private and family life and has the right to participate in decisions that affect their lives.

These fundamental human rights, provided for by the European Convention on the Rights of the Child and incorporated into UK law in 1991, underpin the strategy.

## REALISING OUR VISION AND PRINCIPLES

### Delivering our principles

Each of our core principles has a responsible individual or partnership working towards making improvements.

#### 1. Celebrate the achievements of children and young people

The Children's Trust wants to recognise, reward and celebrate the achievements of children and young people.

The Children's Trust recognises that a reward is particularly important when it is for something that a child or young person feels they have achieved.

While it is important to recognise achievement, the Children's Trust believes we should celebrate children and young people, for who they are, not just the achievements they make.

## **Who is responsible for this?**

The Children's Trust

## **What is the current picture for this outcome/theme/vulnerable group**

Children and young people are rewarded for their achievements by a number of different services using a variety of methods, such as certificates, events and nominations for awards.

These can be for a variety of reasons, such as

- Attendance of an activity, such as Derwent Hill
- Duke of Edinburgh Awards
- School attendance awards

There are local, regional and national awards that Sunderland takes part in. For example

- Mayoral Awards
- School prizes and awards ceremonies
- SHOWT About It Awards
- Young Achievers Awards
- Young Carers Awards

The Children's Trust also tries to acknowledge these achievements in publicising the positive actions of young people, through

- Press releases
- Stories in Shine (Children's Services newsletter)
- The Sunderland Echo

## **Strategy to improve outcomes**

There is no one strategy in place setting out how we should celebrate children and young people. However, a number of opportunities have been identified that will be explored during 2010-13. These include:

- The development of a special Olympics for disabled children
- Developing Children's Trust Awards with a number of different categories that can celebrate areas for which there are no awards, such as voluntary work, supporting families
- Having graduation ceremonies for all young people when they leave education

2. Have every child, young person and their family at the heart of all we do. And to build resilience in children and young people whilst supporting parents and carers to help improve outcomes for their children

## **Who is responsible?**

The aligned partnership responsible for this priority is the Family and Parenting Board. Government policy requires local authorities to appoint a single commissioner and a parenting Champion Keith Moore, Deputy Director of Children's Services is the



champion for Sunderland and Judith Hay Head of Positive Contribution Economic Well-being is the Parenting Commissioner

### **Current picture**

The Family and parenting Board is chaired by The Parenting Champion and through multi agency input commissions parenting services. Sunderland has a core parenting offer for universal, targeted and specialist levels for parents of children and young people from birth to 18 years. The programmes offered are based on our needs assessment. We have undertaken a gap analysis and have identified work with fathers and travellers as absent from the offer. These will be delivered in the offer from 2010. We are also one of the 6 national pathfinders for family and parenting and supporting young carers. . The pilot is using the think family model, with intensive wrap around support to families.

All of the parenting services commissioned by the family and parenting board are comprehensively tracked in relation to better outcomes and using evidenced based assessments.

### **Strategy to improve outcomes**

Outcomes for families are strongest when families have 'bought into' and are able to participate in the design of services and systems aimed at supporting them. This will be achieved by:

- lead workers establishing a strong relationship with families being supported, and demonstrating that they are not going to give up on them;
- actively seeking the views of mothers, fathers, other key carers, including those experiencing severe problems, as well as children and young people, in developing services and service strategies, and including mothers and fathers on consultative boards and committees;
- using family-led decision making techniques to provide families with opportunities to make decisions about their own support (possibly including the use of budgets where appropriate). An example of this approach is the Family Group Conference, which brings families together and supports them in negotiating solutions and making the best possible plans for their children; and
- when it works and families commit to programmes like the Family Intervention Projects, parents say they have a positive experience.
- We will be delivering services collaboratively in a 'Think Families' Model.

The 2008 2012 Family and Parenting Strategy commits to improving outcomes for children and young people by enabling parents to access effective support.

The strategy will be reviewed to establish the changing needs of families and parents to ensure that it is fit for purpose in delivering outcomes for families.

- By 2025 Sunderland parenting offer will have contributed to the reductions in child poverty and narrowing the gap in relation to poor outcomes for disadvantaged young people

### 3. Create productive, locally accessible services through true multi-agency working

#### **Vision**

Locality Based Integrated Working in Sunderland aims to improve outcomes for children, young people and families by:

- Working collaboratively with partner agencies within the Children's Trust arrangements to achieve best possible outcomes for children and young people.
- Deliver services through five locality areas which are co-located, where appropriate, and responsive to the needs of the local community
- Adopting the Common Assessment as the standard tool for identifying unmet need for children and young people
- Provide a cohesive, response and multi-agency / multi-disciplinary package of support to meet their needs, where appropriate via Team around the child / family

#### **Who is responsible?**

The Locality Based Integrated Working Project Board is responsible for the development and implementation of Locality Based Integrated Working arrangements.

#### **Current picture**

There are five locality areas – Coalfields, Washington, North, East and West – which mirror Sunderland City Council's five regeneration areas.

Each locality area has its own steering group, ensuring a focus is given to that local area. Each steering group feeds into the Locality Based Integrated Working (LBIW) Project Board.

Some integrated teams are already established and operate across the city to support either specific age ranges of children or specific identified needs e.g. Children's Centres (0 to 5 years), Extended Services (in and around schools), Targeted Youth Support and the Youth Offending Service.

Locality based integrated working will build on and strengthen existing arrangements, and broaden these arrangements to incorporate more local services.

#### **Strategy to improve outcomes**

The LBIW project Board will

- Establish the levels and degrees of integration the Children's Trust need to consider to best support Children, Young People and Families differentiated needs
- Have in place effective working arrangements with other key thematic partnership boards to avoid duplication of work, to maximise resources and optimise outcomes
- Ensure the effective implementation of an agreed operating model for the Common Assessment and Framework to support identified needs, promote outcomes and maximise impact of services

- Have established effective processes in place to optimise seamless access to and between universal, targeted and specialist support
- Ensure that the Workforce Development Strategy is delivered to support a highly skilled workforce that is equipped to support LBIW working practices

#### 4. Re-orientate systems, processes and services toward early intervention and prevention

##### **Vision**

The vision for prevention is

*Everyone working together to build the capacity of children, young people and their families, as well as their communities. This will be achieved through early intervention and accessible support, which will build resilience and their ability to manage the risks and take control of their lives*

The vision will be directed through key strategic objectives:

- Timely responses to children, young people and their families at times of vulnerability and additional need, working within a Common Assessment Framework.
- Locally accessible services that can help build resilience of individuals and communities.
- Integrated service delivery achieving teams around the family and child based on effective partnership working and information sharing between universal, targeted and specialist services.

In practice this means that:

- Practitioners and managers will understand and reflect about what the intended outcomes are for children, young people and their families. They will work closely together to identify and respond to any additional need when it arises so that appropriate and accessible support is available when needed.
- Universal services will look at early recognition and early identification of additional needs, drawing in targeted and specialised services when required, rather than referring on.
- Targeted services have a responsibility to offer more specific services at a local level to meet additional needs of children, young people and their families, drawing in specialist services to meet more complex needs when required.
- Specialist services will respond quickly to identified need working with targeted and universal services.

##### **Who is responsible?**

The Children's Trust Strategic Partnership is responsible for ensuring that the Children's Trust Prevention Strategy is implemented.

##### **Current picture**

The Prevention Strategy drives 2 key objectives for the Children's Trust

First, it establishes a preventative framework which sets out how we can all work in a preventative way. The framework includes:

- The Children's Trust's vision for prevention

- The four levels of need that are recognised and depicted in the Windscreen Model, which is used in the Common Assessment Framework
- Principles of working in a preventative way
- Service and practice standards for working in a preventative way

Second, the strategy identifies a set of preventative services which will support early identification of need and effective interventions to improve outcomes for children and young people and their families with additional needs. The following outcomes are commissioned from these services:

- Participation of children and young people
- Better parenting
- Reduced bullying and discrimination
- Improved emotional well-being
- Healthy schools
- Reduced 1<sup>st</sup> time offending
- Accident prevention
- Improved play for 5-13 year olds

### **Strategy to improve outcomes**

The Children's Trust Strategic Partnership is committed to continuously improving services to intervene early when additional needs are identified in order to prevent the escalation of need.

It will do this through:

- Locality based services including schools, children's centres, integrated teams, health centres, youth and community services
- Team Around the Child/Family will bring together a range of individuals from a variety of agencies to work in partnership and to put in place the most appropriate package of support for a family, as soon as needs are identified.
- Sharing information Whilst it is seen to be good practice to develop Information sharing protocols and Policies, it is the view of the DCSF that they are not essential. The decision to share information about a child should always be based on professional judgement.
- Common assessment provides us with a valuable tool to jointly identify needs and respond appropriately.
- Family Information Service provides information on services in Sunderland.
- The Commissioner's Handbook introduces key principles for commissioning and provides information and guidance about effective practice consistent with these principles. In supporting the prevention agenda, one of the principles is to 'provide preventative services as early as possible'.
- Integrated Working Practice Toolkit or Common Assessment Framework (CAF) is a preventative framework for practitioners. It offers a way of working with children, young people and their families to assess and respond to needs at an earlier stage, in turn preventing a worsening situation.

It will also continue to commit to identifying and monitoring the impact of specific preventative services designed to improve priority outcomes of the Children's Trust.

## 5. Create a workforce of trusted adults who are confident, capable and competent

We want to create and support a world-class workforce which is increasingly competent and confident to make a difference to the lives of those they support. Such a workforce will be one that people aspire to join and are loath to leave, a workforce that inspires trust and respect from parents and carers, as well as from children and young people themselves.

### Who is responsible?

The aligned partnership responsible for this theme is the Workforce Strategy Group. The identified commissioning lead is Sandra Mitchell, Head of Performance Improvement and Policy, Children's Services.

### Current picture

In December 2008, the Government published the 2020 Children and Young People's Workforce Strategy, with a vision "everyone who works with children and young people should be:

- Ambitious for every child and young person;
- Excellent in their practice;
- Committed to partnership and integrated working;
- Respected and valued as professionals.

Sunderland Children's Trust has a Workforce Innovation and Reform Strategy and is developing a plan for implementation, which will drive forward the development of a world class workforce for children and young people in Sunderland, by "providing vision, leadership and an infrastructure" able to meet that challenge.

The strategy takes account of the national picture in its regard to a number of publications, particularly those from the DCSF and the Children's Workforce Development Council (CWDC), and is directed and driven forward through these.

### Strategy to improve outcomes

The strategy aims to create a workforce that:

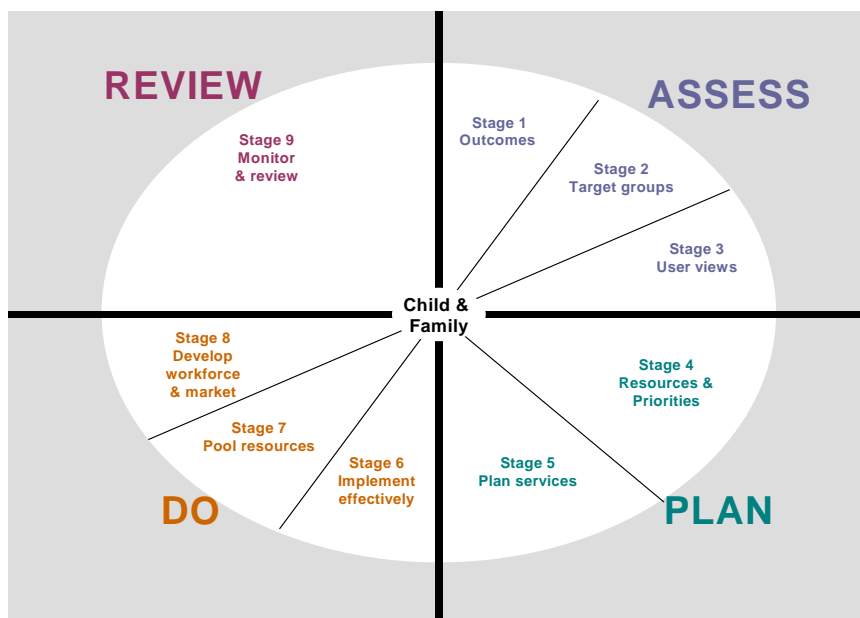
- Has a high quality, caring, knowledgeable and skilled in working for children, young people and their families;
- Develops a shared identity, purpose and vision that is based upon common values and language;
- Is able and equipped to provide the highest quality bespoke services for children and young people, their parents, and carers;
- Has at its heart the inclusion of all stakeholders in the design, development, delivery and evaluation of those services;

To do this the strategy will focus on four key areas of work:

- Use of data analysis to inform strategic decision making
- Workforce Innovation and Reform
- Training and Development
- Recruitment and Retention

## 6. Embed a commissioning culture and framework of outcomes based accountability, underpinned by a commitment to pooling and aligning budgets and allocating resources to outcomes

Commissioning is about deciding what service is needed, which organisation should deliver the service and how it should be delivered, with the aim of delivering a value-for-money service, which meets agreed outcomes. The commissioning process covers four key activities of Assess – Plan – Do – Review.



The Joint Commissioning Board is responsible for embedding effective commissioning arrangements across the Children's Trust.

### Current picture

The commissioning process is supported by a commissioning framework that provides information, advice and support to those involved in the process.

At present, different partnerships are utilising the framework to a greater or lesser extent. Some of these outcomes have less advanced commissioning arrangements than others and the Children's Trust will strengthen these arrangements so as to make consistent the Trust's outcomes based commissioning approach across all outcomes for children and young people.

### Strategy to improve outcomes

By 2025 the commissioning cycle and process will have been embedded into the work of all partnerships.

## 7. Ensure the views of children and young people are heard and their participation in decision making is supported

### Vision

All children and young people 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.

Consistent, high quality participatory activity should be embedded in the everyday practice of all services working with children and young people in Sunderland.

The participation of children and young people is at the centre of the transformation to improve the services of all children and young people.

### **Who is responsible?**

The Strategic Implementation Group: Children and Young People's Participation Strategy is responsible for this area of work. The identified commissioning lead is Judith Hay, Head of Making a Positive Contribution and Achieving Economic Well-being Service, Children's Services.

### **Current picture**

The Children and Young People's Participation Strategy 2010 – 2025 and implementation plan will set out detailed plans including actions and targets to improve this outcome.

This is driven by a series of articles within the United Nations Conventions on the Rights of the Child in particular Article 12 that grants every child has the right to express their views and to have these views given due weight in all matters affecting them.

Through the Children's Act 2004, the Every Child Matters agenda and associated national policies and strategies the active engagement of children and young people is legislatively provided for and places children and young people at the heart of services and decision-making process that impact upon their lives.

Many services are routinely and systematically engaging children and young people in decisions that affect their lives. The Children's Trust aims is to build on this and embed participatory practice across all aspects of the Children's Trust so that a co-ordinated approach is achieved which drives standards up across all services.

### **Strategy to improve outcomes?**

The Children and Young People's Participation Strategy 2010 – 2025 and implementation plan set out detailed plans including actions and targets to improve this theme. The Strategic Implementation Group will:

- Implement the Children and Young People's Participation Strategy covering the period 2010 – 2025 with an implementation plan covering the initial phase of 2010 – 2013. This will align the strategy with the timescales of the Children and Young People's Plan.
- Drive the implementation of the strategy across all Children's Trust services and partners to ensure that children and young people are consulted and actively engaged in decision-making process that impact upon them and the service they access
- review existing resources dedicated to the development of children and young people's participation and take action to identify existing resources to pool
- establish performance measures and standards for participation and support and monitor services to achieve them

## National Indicator Set (NIS)?

- NI4: % of people who feel they can influence decisions in their locality.
- NI110: young people's participation in positive activities

## OUR AIMS, KEY TARGETS AND MILESTONES

The focus for ongoing partnership work is on improving the 5 overarching Every Child Matters outcomes.

Key milestones for improving outcomes are taken from the Sunderland Strategy and LAA (■) and the DCSF<sup>6</sup>'s Children Plan<sup>7</sup> (◆):

The CYPP delivery plan 2010-12 sets out the specific priority outcomes that the Children's Trust will work towards in the years 2010-12.

### Be Healthy:

*The focus of this outcome is to create a city where...*

**children and young people lead healthy lives - where children and young people eat healthy meals, take part in exercise and access excellent health and social care services that support them to live long, healthy and happy lives**

When	Milestone
2011	There will be comprehensive prevention and treatment services in place for alcohol and Sunderland will have moved out of the worst 10% in the country for hospital admissions due to alcohol. ■
	There will be a broader range of stop smoking services across the city, linked into wards with the highest rates of smoking. ■
2015	Smoking prevalence will be reduced to 20% ■
	The Sunderland Strategy aims to halt the increase in childhood obesity. ■
2020	The Sunderland Strategy aims to reduce childhood obesity to 18%.■
	Proportion of obese and overweight children reduced to 2000 levels. ◆
	70% of children will report good emotional health and well-being. ■
2025	90% of children will report good emotional health and well-being and those who do not will have early and excellent support systems in place. ■
	The Sunderland Strategy aims to reduce the percentage of Year Six children identified as overweight or obese to below 15%, and have a wide range of family based interventions across the city. Levels of initiating smoking in young people, and in particular in young women, will have reduced to under 10% ■
	We will have significantly increased the numbers of adults and children participating in sport. ■
	The level of smoking in pregnancy will have reduced to less than 5%. ■

<sup>6</sup> DCSF – Department for Children, Schools and Families

<sup>7</sup> The Children's Plan is.....



## Stay Safe:

*The focus of this outcome is to create a city where...*

**children and young people feel, and are, safe and secure at home, at school and in their community**

When	Milestone
2011	There will be fewer repeat cases of domestic violence. ■
2025	Levels of repeat incidents of domestic violence and assault with injury will be at their lowest levels. ■

## Enjoy and Achieve:

*The focus of this outcome is to create a city where...*

**children and young people enjoy their time at school and fulfil their potential – where c&yp learn in a cohesive and inclusive environment, enjoy and achieve through learning and contribute towards the city's thriving learning culture**

When	Milestone
2010	100% of Primary and Secondary Schools will offer extended services. ■
	The first phase of the Sunderland Building Schools for the Future (BSF) programme will be completed. ■
2012	The percentage of children and young people aged between 0-19 yrs with access to high quality equipped play provision, 1km from their door, will increase from 15% to 55%. ■
2015	All Sunderland secondary schools will be rebuilt or refurbished under BSF. ■
2020	90 % are developing well across all areas of the Early Years Foundation Stage Profile by age 5. ◆
	90 % are achieving at or above the expected level in both English and mathematics by age 11. ◆
	90 % are achieving the equivalent of five higher level GCSEs by age 19. ◆
	70 % are achieving the equivalent of two A levels by age 19. ◆
2025	Every young person will leave KS4 with literary and numeracy skills at appropriate level

### Make a Positive Contribution:

*The focus of this outcome is to create a city where...*

**children and young people contribute towards the development of services for all people in the city – where c&yp give their views and are listened to, and are able to help Sunderland become a clean, green city**

When	Milestone
2011	Perceptions of anti-social behaviour will have improved. ■
	There will be lower levels of re-offending by adult and young offenders. ■
	There will be lower levels of Class A drug related offending. ■
2020	Significantly reduce by 2020 the number of young offenders receiving a conviction, reprimand, or final warning for a recordable offence for the first time. ◆
2025	There will be the lowest ever levels of drug related (Class A) offending and proven re-offending by adult and young offenders. ■
	More people than ever will perceive that parents take responsibility for the behaviour of their children. ■

### Achieve Economic Wellbeing:

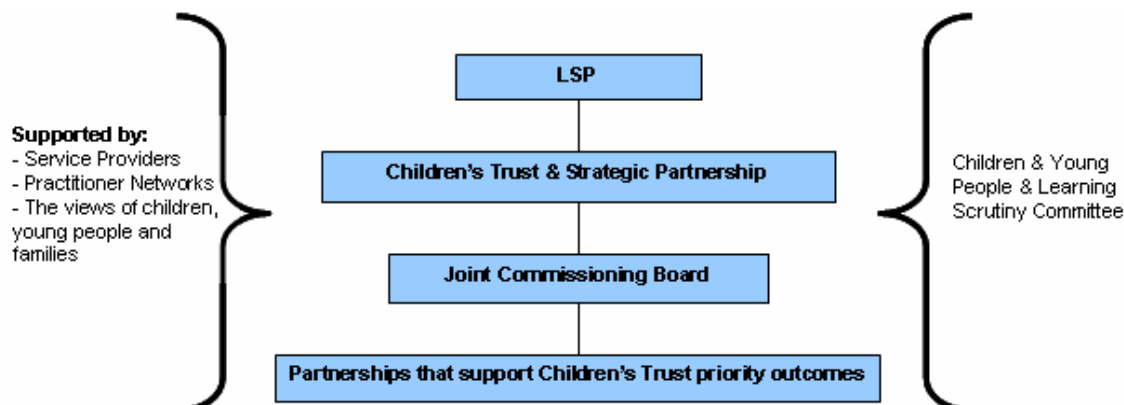
*The focus of this outcome is to create a city where...*

**children and young people are able to fulfil their potential – where c&yp are skilled and motivated and have lots of opportunities to progress their careers, helping Sunderland be an enterprising and productive global city with a strong and diverse economy**

When	Milestone
2020	Child poverty halved by 2010 and eradicated by 2020. ◆
	95% of adults will have basic skills of functional literacy and numeracy. ■
	We will reduce the number of young people who are not in education, training or employment to 8.4%. ■
2025	We will increase the numbers of young people going on to higher education. ■
	There will be subsidised and safe travel for children and young people.

## HOW THE CHILDREN'S TRUST WILL BE ACCOUNTABLE FOR DELIVERING THE STRATEGY

Arrangements for securing delivery of improved outcomes are being strengthened through closer alignment of the Children's Trust as a significant partnership of the Sunderland Local Strategic partnership.



### The LSP or Sunderland Partnership

The Sunderland Partnership is the city's Local Strategic Partnership. It brings together the public, private, community and voluntary sectors to work together to achieve success, encourage, improvement and tackle problems for the benefit of all Sunderland citizens now and in the future. It has overall responsibility for the priority outcomes in the Sunderland Strategy.

#### Who holds them to account

- Central Government through the CAA and LAA
- Council Scrutiny Committee

#### Who do they monitor to ensure delivery and how do they do that?

The Strategic Board meets monthly and is chaired by an elected partner representative. It oversees the work of the Delivery and Improvement Board and 5 delivery partnerships, namely to make the city healthy, safer, a learning city, attractive and inclusive and a city of economic prosperity.

Each delivery partnerships produces an outcome specific strategy and delivery plan for the city.

### Children's Trust

The Children's Trust is a multi-agency partnership responsible taking a strategic lead to improve outcomes for children and young people in the city. The agencies involved in Children's Trust arrangements have overall responsibility for the priorities in the Children and Young People's Plan.

#### Who holds them to account?

- The Executive Management Groups/Boards of partner agencies.
- The Sunderland Partnership

**Who do they monitor to ensure delivery and how do they do that?**

The Children's Trust Board meets quarterly. It is chaired by the Leader Member for Children's Services. At each meeting part of the business is a set of standing reports, all designed to ensure that the Board can track the progress of key cross cutting issues: joint commissioning; safeguarding; workforce development; information sharing and assessment? An exception report is also presented which outlines progress on the implementation of the Children and Young People Plan and flags up any actions which have not been achieved and the reasons for that.

**Children's Trust Strategic Partnership**

The Children's Trust Strategic Partnership plays a key role in Children's Trust arrangements across Sunderland. It has responsibility for driving forward delivery of the priority outcomes and overcoming any operational difficulties between agencies.

**Who holds them to account?**

- The Children's Trust Board

**Who do they monitor to ensure delivery and how do they do that?**

The Children's Trust Strategic Partnership meets bi-monthly. It is chaired by the Executive Director of Children's Services. At each meeting part of the business is a set of standing reports, all designed to ensure that the Strategic Partnership can track progress on the key cross cutting areas which will transform the delivery of services and improved outcomes, and will enable the identification of barriers and solutions to integrated service delivery. Members also receive updates on the progress of the implementation of the priorities contained within the Children and Young People's Plan in respect of outcomes for children and young people. At each meeting, two of the aligned partnerships report on their work and their contribution to achieving the CYPP priorities.

**Joint Commissioning Board**

The Joint Commissioning Board (JCB) is responsible for establishing commissioning arrangements across the Trust and its partnerships.

**Who holds them to account?**

- The Children's Trust Strategic Partnership

**Who do they monitor to ensure delivery and how do they do that?**

The JCB meets monthly. It is chaired by a member of the Strategic partnership, currently the Executive Deputy Director of Children's Services. The JCB has overseen the production of a Commissioner's Handbook that sets out the commissioning arrangements for the Trust and gives guidance to managers and practitioners on the key activities of effective commissioning. A workforce development plan is in place and implemented.

The JCB and Strategic Partnership are proposing that the JCB makes commissioning decisions on behalf of the Strategic Partnership and the Trust whose role will be to scrutinise those decisions. The proposal will require partnerships to report commissioning intentions and recommendations to the JCB

A **Joint Commissioning Team** has been established to support and challenge commissioning undertaken jointly through Children's Trust arrangements and commissioning by Children's Services.

## Partnerships

A number of partnerships are aligned to Children's Trust arrangements to assist in meeting the aim, purpose and objectives of the Trust. The partnerships are also responsible for progressing priority outcomes in the CYPP.

### Who holds them to account?

Individual partnerships are responsible for each priority outcome that is identified in the delivery plan. Partnerships report progress and achievements as requested by the Children's Trust. Some partnerships specifically relate to children and young people, others do not. Some partnerships are directly responsible to the Children's Trust. Others are directly responsible to the LSP or other partnerships.

There are a number of partnerships that exist on a statutory footing

	Statutory partnership	Must report to the Children's Trust
Behaviour and Attendance Improvement Partnership	✓	✓
0-16 Education Improvement	✓	
Youth Offending Board	✓	
Local Safeguarding Children's Board	✓	

**This is a new paragraph added to the document. Are there any other partnerships that we need to include here? Are the ticks in the right place?**

### Who do they monitor to ensure delivery and how do they do that?

Partnerships establish a layer of working groups set up to prepare, review and deliver the partnership strategy and implementation plan to achieve improved outcomes including those prioritised in the CYPP of the Children's Trust. Each partnership has a reporting system so that the work of these groups is accountable to the partnership.

## Children, Young People And Learning Scrutiny Committee

The Children, Young People and Learning Scrutiny Committee takes responsibility for assessing the Council's performance improvement framework and statutory Best Value obligations.

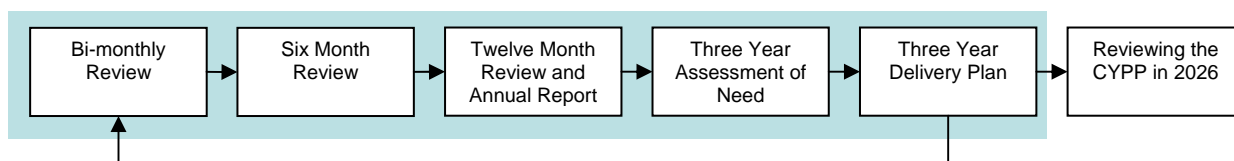
### Who holds them to account?

- Local democratic processes.

### Who do they monitor to ensure delivery and how do they do that?

They scrutinise Cabinet decisions, carry out policy review and development and have a key role in performance management and improvement of children's services. There is a common framework for performance management used across the Council. The Children's Services framework covers local and statutory Performance Indicators across all five outcomes and service management. Partners contribute to the quarterly reporting cycle, through which key areas for action are identified by the Council's Executive Management Team and responded to by the Children's Services Directorate. The outcomes of that quarterly process are reported to the Children, Young People and Learning Scrutiny Committee.

## MONITORING AND EVALUATING THE CYPP



**Bi-Monthly review** - The Joint Commissioning Board meets every two months. At each meeting a representative for a priority outcome/ vulnerable group/ theme will be expected to attend. The representative will provide a report, speak to this report and answer any questions at the meeting.

**Six month review** - ALL those (partnerships and people) responsible for a priority outcome will be expected to contribute towards the six month review by completing a self-assessment.

The Joint Commissioning Board will provide the self-assessment template and will offer support, advice and guidance to those completing it.

The purpose of this review is to:

- Ensure the Joint Commissioning Board has an understanding of what progress is being made and where progress is not being made as well as expected
- Enables the Joint Commissioning Board to offer dedicated support to those that need it most
- Enables the Joint Commissioning Board to report to the CTSP about areas that are doing well/not so well and identify further support mechanisms etc

**Twelve month review & annual report** - ALL those (partnerships and people) responsible for a priority outcome will be expected to contribute towards the twelve month review, by completing a self-assessment.

The Joint Commissioning Board will provide the self-assessment template and will offer support, advice and guidance to those completing it.

The Joint Commissioning Board will use this information to prepare a CYPP Annual Report and to make recommendations to the Children's Trust Strategic Partnership as to whether a priority should remain as a priority.

**Three year assessment of need** - Every three years an exercise will be conducted that produces a written assessment of need.

The assessment of need will follow a similar, but updated and improved format of the Children's Trust's Needs Assessment 2009. The Joint Commissioning Board will be responsible for producing this.

Information from this exercise will be utilised by the Commissioning Board in making recommendations as to what priorities exist. This means

- New priorities may be identified
- Existing priorities may no longer be recommended

This exercise will feed into the development of the three year delivery plans.

**Three year delivery plans** - Three year delivery plans will be set up to cover the following years

2010 – 12

2013 – 15

2016 – 18

2019 – 22

2023 – 25

The first three year delivery plan, for **2010-12** will include the following information for ALL priority outcomes:

- Name of priority
- Who is responsible for this
- What key actions will be taken to improve the picture
- Links to the Local Area Agreement (LAA) and National Indicator Set (NIS)
- Financial breakdown

The remaining three year delivery plans, covering **2013 – 2025**, will provide information on those priorities that are still considered current priorities. Information will be provided on:

- Name of priority
- Who is responsible for this
- Links to the Local Area Agreement (LAA) and National Indicator Set (NIS)
- Financial breakdown (this will include a breakdown over the previous three years as well as planning for future years)
- A Review of the previous three years
  - What is the current picture for this outcome - this will be based on the previous 3 years and will relate to outcomes. This will be prepared using information provided in the previous three year twelve month reviews. It should cover what actions have been delivered; information on performance indicators and targets; what progress has been made/not made and the reasons why
- Looking forward to the next three years
  - What key actions will be taken to improve the picture over the next three years

**Reviewing the CYPP 2010-25 – in 2026** - This review will reflect on the fifteen year commissioning strategy. It will make links with

- The CYPP 2010-25
- Findings from the monitoring and evaluation of the CYPP through three year delivery plans, annual reviews and three year needs assessments
- The Sunderland Strategy and the Local Strategic Partnership

**RESOURCES/FINANCE**

To be completed



## APPENDICES

### Description of terms used within this strategy

#### **The Local Area Agreement 2008-11**

A Local Area Agreement (LAA) sets out the priorities for a local area, agreed between the Local Strategic Partnership (LSP) and central government.

In Sunderland, the LAA is arranged around 3 themes:

- Prosperous and learning city
- Healthy city
- Developing high quality places to live

The LAA sets out a number of targets that Sunderland is working towards. Those targets that relate to children and young people are shown on the table overleaf.

The LAA also includes a number of statutory targets that relate to educational attainment.

To view a copy of the LAA, visit

<http://www.sunderland.gov.uk/Public/Editable/Themes/CityCouncil/corporate/sunderland-strategy.asp>

#### **The Sunderland Strategy 2025**

The new, long term and aspirational Sunderland Strategy sets out the plans of the Local Strategic Partnership to improve the city in future years. It sets out the vision for the city in 2025 and outlines the challenges that partners will tackle so that the vision can be realised.

The Sunderland Strategy is aligned with the Local Area Agreement. Thematic partnerships link to each of the City's priorities within the strategy which are to make Sunderland a:

- Prosperous city
- Healthy city
- Safe city
- Learning city
- Attractive and inclusive

#### **Area committees**

Local Area Committees have been established across the city to provide a better link between the council, residents and councillors as well as ensuring local views are represented.

The committees are based on the five Regeneration Areas of the City, they are responsible for;

- Considering reports on the delivery of council services within its area and consult with local people and organisations about such service delivery;
- Monitoring activities of other agencies and developing and reviewing the council's regeneration framework for approval by the cabinet.

Area committees meet on a bi-monthly basis. A work plan is set for each year ahead which determines which of the themes from the Local Area Plans will be discussed at each meeting. During the meeting a specific action plan is set for the theme which is then taken forward and monitored.

Children's Services, Sunderland City Council supports these committees by identifying a lead for each one. The leads are:

West	- Sandra Mitchell, Head of Performance Improvement and Policy
East	- Judith Hay, Head of Positive Contribution and Economic Well-being
North	- Lynda Brown, Head of Standards
Coalfields	- Janette Sherratt, Health Improvement Lead
Washington	- Meg Boustead, Head of Safeguarding

### **Comprehensive Area Assessment**

Comprehensive Area Assessment (CAA) is the new approach to assessing the performance of local public services and replaced the Comprehensive Performance Assessment (CPA) from April 2009.

CAA looks at public services in an area (e.g. those delivered by councils, the Police, Primary Care Trust, Fire and Rescue Services) and private and voluntary sectors. CAA directly affects all local public services.

CAA asks three fundamental questions of the area:

- How well do local priorities express community needs and aspirations?
- How well are the outcomes and improvements being delivered?
- What are the prospects for future improvement?

Local public services are being judged collectively on the impact they have on bringing about better local outcomes and in looking at outcomes CAA pays particular attention to those most at risk of disadvantage or inequality.

## How we have developed the strategy

The Children's Trust has applied its commissioning process in developing this strategy. In November 2008, the Children's Trust conference engaged partners and stakeholders in the planning for the CYPP 2025 Strategy. To view a copy of the Conference Report 2008 and related reports visit: [www.sunderlandchildrenstrust.org.uk](http://www.sunderlandchildrenstrust.org.uk).

A number of documents have been prepared that contribute towards this process and the development of the CYPP 2010-25.

- **Annual Report 2009** – reports on the achievements and progress that has been made against each of the priorities and actions within the CYPP 2007-09 and identifies any outstanding areas of work. To view a copy of the Annual Report visit: [www.sunderlandchildrenstrust.org.uk](http://www.sunderlandchildrenstrust.org.uk)
- **The CYPP 2009/10** – is an extension of the CYPP 2007-09. It was prepared as part of the process of publishing the Annual Report 2009 and preparing for the Children's Trust's assessment of need. To view a copy of the CYPP 2009/10 visit: [www.sunderlandchildrenstrust.org.uk](http://www.sunderlandchildrenstrust.org.uk)
- **The Needs Assessment 2009** sets out the details of a comprehensive analysis of need and was prepared during January to September 2009. The needs assessment was drawn up looking at a raft of information including:
  - Demographics and performance
  - The views of children and young people; families; local communities; professionals and practitioners
  - Local and national policy
  - National guidance, research and best practice
  - Recent inspection findings
  - How Sunderland compares with other similar areas
  - Consultation with professionals and practitioners
  - Consultation with children and young people
  - Consultation with the public
  - Joint Strategic Needs Assessment (JSNA)<sup>8</sup>
  - Local Area Plans<sup>9</sup>

Some specific consultation exercises were set up during the development of the needs assessment:

- Consultation with professionals and practitioners – a consultation document was set up that was sent directly to members of the Children's Trust, Children's Trust Strategic Partnership and Children's Trust Aligned Partnerships. It was also made available on the Children's Trust website. This document asked professionals and practitioners to tell the Children's Trust about the needs of children and young people
- Consultation with children and young people – a questionnaire was devised that was sent to all schools in the city. The schools were asked to ask their pupils to

<sup>8</sup> The JSNA is a health led plan that sets out health priorities for everyone in Sunderland

<sup>9</sup> Local Area Plans set out the priorities that each Area Committee works towards

complete this questionnaire. The questionnaire asked pupils to identify what they see as priorities for children and young people. A report was written up reporting on the findings of this exercise.

- Consultation with the public – a questionnaire (similar to the version for school pupils) and article were published in the Sunderland Echo in June 2009. This questionnaire was also made available on the Children's Trust website.

The findings of these consultation exercises have had a strong influence on the content and focus of the needs assessment and so the CYPP 2010-25. The needs assessment identifies trends and historical patterns and recognises any outcome areas that need improving. To view a copy of the Needs Assessment and related reports visit:

[www.sunderlandchildrenstrust.org.uk](http://www.sunderlandchildrenstrust.org.uk)

Once the needs assessment was prepared the commissioning process allowed the Children's Trust to:

- **Set priority outcome areas** – during September and October 2009 the Children's Trust used the assessment of need to set its priority outcome areas. A priorities grid was prepared that allowed key information to be attached to each priority outcome area, such as commissioning leads<sup>10</sup>, key contacts<sup>11</sup>, and strategies and/or delivery plans.
- **Develop the CYPP 2010-25** - this document is the Children's Trust's fifteen year commissioning strategy, aimed at improving outcomes for children and young people in Sunderland. During October and November 2009 the Children's Trust was engaged in preparing this strategy, setting out the priorities for the coming fifteen years and the arrangements in place to ensure progress is made and outcomes are improved.
- **Develop the three year delivery plan 2010-12** – this document sets out specific actions that demonstrate how partnerships are working towards improving each priority outcome areas. During October and November 2009 commissioning leads and key contacts were engaged in preparing the information that feeds into the three year delivery plan.

Throughout the process the Children's Trust has informed and engaged some key stakeholder groups.

- The Children's Trust has held workshops to reassess Children's Trust arrangements and to consider priorities emerging from the Needs Assessment. The September workshop advanced governance arrangements and, in particular, strengthened the alignment of outcomes within the Sunderland Partnership.
- Members – two drop-in events have been held (in June and November 2009) that all Members have been invited to. The purpose of each event was to inform Members about the work of the Children's Trust in developing the CYPP 2010-25 and to gain

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<sup>10</sup> A commissioning lead is the lead person responsible for the priority outcome area

<sup>11</sup> A key contact is a person who has a lead role in providing services to improve outcomes linked to the priority outcome area

their views. The first drop-in focused on the needs assessment, the second on the CYPP 2010-25 consultation document.

- Schools – regular letters have been sent to schools to inform them of the work of the Children's Trust in developing the CYPP 2010-25. Schools have been asked to contribute towards the consultation (for professionals and practitioners) and were key to ensuring the success of the consultation with school pupils.
- Consultation with the Children, Young People and Learning Scrutiny Committee Consultation Group – a meeting has been held in October where the Children's Trust presented information to and fielded questions and views and comments relating to the progress made by the Children's Trust in developing its CYPP 2010-25.
- General information sharing within Children's Services through CS Briefing and Core Brief

Throughout the process the Children's Trust and Children's Trust Strategic Partnership have driven forward the development of the CYPP 2010-25.

Links have been made with the Sunderland Partnership (also known as the Local Strategic Partnership) and its related strategies and thematic partnerships, as well as the Local Area Agreement and National Indicator Set.

The CYPP is regarded as an article 4 plan, which means it must be formally approved by the Council. This process takes about three months and was approved during January to March 2010.



**National indicators and targets**

To be completed

**THE CHILDREN AND YOUNG PEOPLE'S  
PLAN 2010-25**

**THREE YEAR DELIVERY PLAN 2010-12**

**DRAFT – CONSULTATION DOCUMENT**

**PUBLISHED APRIL 2010**

**CABINET BRIEFING**

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## INTRODUCTION

This is the Children's Trust Delivery Plan for 2010-2012.

This delivery plan is the first of five plans that will set out how the Children's Trust aims to implement its fifteen year strategy, the CYPP 2010-25.

The CYPP 2010-25

- Offers strategic direction from the Children's Trust for the next fifteen years
- Identifies a number of priority outcomes which it aims to improve by 2025
- Sets out how the Children's Trust will work towards its priorities, including an overview of current governance arrangements, roles and responsibilities of those involved and the commissioning framework

One of the ways in which the Children's Trust is working towards its priorities is through the development of three year delivery plans.

This delivery plan for 2010-12 provides more detailed information about each of the Children's Trust's priority outcomes.

Against each of the priority outcomes, there is an identified partnership responsible for making improvements. Each partnership is responsible for having a commissioning strategy and implementation plan in place.

This delivery plan sets out an overview of the priority outcome. In most cases, this overview is based on information contained within the commissioning strategy and implementation plan.

## **THE CHILDREN'S TRUST'S PRIORITY OUTCOMES 2010-25**

### **CHILD POVERTY SAFEGUARDING**

#### **VULNERABLE GROUPS**

Learning difficulties and/or disabilities  
Children in care  
Children in need and in need of protection  
Black Minority ethnic groups

### **BEING HEALTHY**

1. Reduce levels of childhood obesity so there are fewer overweight or obese children and young people

2. Reduce levels of teenage pregnancy so there are fewer teenage conceptions.

3. Improve the mental health outcomes of children and young people

4. Reduce alcohol consumption

### **STAYING SAFE**

5. Tackle the impact of domestic violence on children and young people

6. Reduce levels of bullying

7. Reduce numbers of children and young people who are victims of crime and reduce children and young people's fear of crime

### **ENJOYING AND ACHIEVING**

8. Improve attainment for all children and young people by achieving national average at all key stages.

9. Improve attainment for vulnerable and under performing groups of children and young people.

10. Have locally accessible and affordable fun play and physical activities

### **MAKING A POSITIVE CONTRIBUTION**

11. Reduce levels of offending (re-offending and first time offending)

12. Reduce levels of anti-social behaviour

13. Improve the public perception of young people

### **ACHIEVING ECONOMIC WELLBEING**

14. Increase the proportion of young people in education, employment and training

15. Improve accessibility and affordability of public transport

16. Improve the environment

## THE DELIVERY PLAN 2010-12

### Child poverty

#### **What is child poverty?**

Child poverty relates to a child and their family.

A child in poverty lives in a family with resources that are far lower than the average, with the result that they cannot fully participate in society.

#### **The vision for child poverty is**

*To ensure that all Council Services and Local Partners are working in a joined up way to do everything possible to reduce child poverty and mitigate its effects in the City and ensure that today's children don't become parents of poor children.*

#### **Who is responsible?**

The Sunderland Partnership leads on the reduction of child poverty and drives forward the agenda through the Economic Prosperity thematic partnership. In addition to this strategic commitment, named partners have come together to establish the Child Poverty Board, which is responsible for developing the Child Poverty Strategy.

The identified commissioning lead is Raj Singh, Child Poverty Strategy Lead, Children's Services.

#### **What is the current picture?**

The Child Poverty Bill 2009 is the Government's driver for reducing child poverty. The Government's targets are to

- Halve child poverty by 2010
- Eradicate child poverty by 2020

Evidence shows that children who grow up in poverty are:

- Less likely to succeed at school, secure a good job as an adult and access a range of cultural and leisure activities
- More likely to suffer from poor health, to offend and to be taken into care

There are a number of indicators that contribute towards illustrating the picture in Sunderland.

- Sunderland is extensively deprived, based on the evidence of the national Indices of Multiple Deprivation (IMD) 2007
- 51% of children live in low income families, compared to 44% in the North East and 42% nationally (2007 national dataset)

- Out of a total of 25,074 households with children, 36% live in *relative poverty*<sup>1</sup>. Of these, 60% are lone parent families (Local Housing Market Assessment 2007)
- 19% of families live in absolute poverty<sup>2</sup>, of which 70% are lone parent families (Local Housing Market Assessment 2007)
- It is anticipated that a high (and growing) number of poorer families will be excluded from a number of financial services.
- Employment has an impact on the affluence or poverty of a family. In Sunderland, the number of unemployment claimants has grown during the recession. From April 2008 – March 2009, this grew by 90%. During this time, male unemployment doubled to 13.1%, compared to 10.2% in the North East and 6.6% nationally. As a result, more families are less affluent.

### **What plans are in place to improve outcomes**

In Sunderland, a Child Poverty Strategy is in place. The strategy has three key aims, to:

- Provide a framework within which partners can work together with a shared vision to meet joint outcomes associated with reducing child poverty.
- Enable a wide range of partners to carry out their statutory and moral duties to reduce child poverty in Sunderland.
- Ensure that the views of stakeholders (families and children) are taken into consideration in the shaping of plans to reduce child poverty.

In the strategy:

- There are four building blocks which clearly link to improving outcomes and together will help reduce child poverty
- There are four objectives which are linked to each of the four building blocks. The four objectives are to:
  1. Target education, health and family support services to meet the needs of children and families in poverty.
  2. Remove the barriers to employment and increasing the numbers in work.
  3. Improve financial inclusion in the City and maximise family income.
  4. Raise aspirations and tackle poverty of place in order to break the cycle of poverty
- Attached to each of the objectives are a number of priorities.

The Action Plan that is being prepared will be linked to the objectives and priorities in the strategy.

### **Local Area Agreement (LAA)**

Child poverty is a priority in the LAA. This means it is a priority for the city.

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<sup>1</sup> *Relative poverty* relates to

<sup>2</sup> *Absolute poverty* relates to a household whose income is less than £867 per month

**National Indicator Set (NIS)**

NI116 – proportion of children in poverty

The following are commonly used to define levels of child poverty:

- Absolute Low Income: A level below which people lack the necessary food, clothing or shelter to survive
- Severe Poverty is often defined by an annual income of less than £7000 per annum
- Relative Low Income measures the number of children living in households below 60% of median income before housing costs and adjusted for household size and dependants
- Low Income and Material Deprivation: Lacking specific goods and services and being below 70% median income after adjustments

**Resources and finance**

## Safeguarding

### **The vision for this area of work is:**

*Every Child and Young Person in Sunderland will feel and will be safe*

In order to do this we will work together and make keeping children and young people safe everyone's business.

### **Who is responsible for this?**

The identified commissioning lead for safeguarding is Meg Boustead, Head of Safeguarding, Children's Services. The Sunderland Safeguarding Children Board (SSCB) is the partnership responsible for this area of work.

### **What is the current picture?**

SSCB is the key multi agency statutory mechanism for coordinating the work of partner agencies and ensuring the effectiveness of that work in respect of:

- Safeguarding children and promoting their well being with a particular focus on children who are in need of protection
- Enhancing life chances of the most vulnerable children in relation to their health, safety, achievements, contribution to society and economic well being

The SSCB has numerous core functions including

- Learning lessons about the way multi agency professionals work together to safeguard children, through serious case reviews
- Reviewing the deaths of all children with the purpose to reduce the number of preventable child deaths. This is a statutory responsibility of the SSCB

The SSCB has:

- An Independent Chair
- A dedicated business support unit taking forward the work of the SSCB
- A separate and clear budget within an appropriate financial framework
- A number of sub-groups carrying out specific functions

In identifying the needs of children and young people

### **What is the SSCB going to do to improve the picture**

The SSCB Business Plan 2009-2012 sets out priorities, actions and targets to improve safeguarding outcomes including those listed below:

- Raising awareness of outcomes and implementing the findings of Laming Report: The protection of Children in England 2009
- Improving the relationship between the Children's Trust and the SSCB by establishing more robust arrangements (in having reporting arrangements,

responding to national policy and guidance<sup>3</sup>, having joint development days)

- Establishing a safeguarding dataset to monitor, assess and challenge agency performance
- Quality assuring single agency and SSCB safeguarding training
- Having up to date, good quality and well-used policies and procedures
- Further developing multi agency strategies around Hidden Harm
- Further engaging relevant groups to secure faith and BME representation on the SSCB
- Recognising the needs of specific groups of children and young people, particularly those who are most vulnerable, children in custody and children who have run away from home
- Safeguarding disabled children, specifically implementing DCSF guidance and reviewing the effectiveness of services
- Ensuring statutory requirements are met in respect of children missing from home and care

The SSCB plans to improve multi agency practice from Serious Case Reviews by

- Developing an SSCB audit process to evaluate individual agency implementation of Serious Case Review action plans. This will allow the SSCB to challenge agencies if there is insufficient evidence of implementation
- Reviewing SSCB training in line with lessons learned
- Delivering specialised training sessions regarding lessons learned from national, regional and local Serious Case Reviews

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<sup>3</sup> Specifically the Apprenticeship, Skills, Children's and Learners Act (ASCL) 2009 and the statutory guidance on Children's Trusts



## Vulnerable groups

A number of vulnerable groups have been identified through 'Narrowing the Gap', which is a Government research and development programme that ran from June 2007 to June 2009. The programme's purpose was to make a significant difference in narrowing the gap in outcomes between vulnerable and excluded children and the rest in this country, while improving outcomes for all. The programme focused on children aged 3-13.

The identified vulnerable groups include

1. Children from poorer socio-economic groups
2. Children in care (looked-after children or LAC)
3. Children with disabilities
4. Children with statement of Special Educational Needs
5. Children excluded from school (permanent/ fixed term)
6. Children with poor records of attendance at school (primary/secondary)
7. Children from different ethnic minority backgrounds (includes Roma/Traveller children)
8. Young offenders
9. Young carers
10. Children at risk from significant harm
11. Children living with 'vulnerable' adults
12. Pupils not fluent in English
13. Asylum seekers/refugees (Unaccompanied/those in need receiving a service)

For the purposes of the CYPP three vulnerable groups have been identified:

- Children and young people from black and minority ethnic groups (identified groups 7, 12 and 13)
- Children looked after (identified group 2)
- Children who are in need are those who are in need of protection
- Children and young people with a learning difficulty and/or disability (identified group 3 and 4)

In delivering improved outcomes for the Children's Trust, all Partnerships are expected to consider specific vulnerable groups within the commissioning process, with particular reference to all those noted above.

BME

Section to be completed

## Children in Care

When a child comes into care, a Local Authority becomes responsible for looking after that child and is regarded as a “corporate parent”. As such, a Local Authority is responsible for ensuring a child has positive outcomes. Children who are in care are regarded as a highly vulnerable group.

### **The vision for children in care is**

*To provide children in care with the security, support and education they need to lead happy and fulfilled lives*

### **Who is responsible?**

The Multi Agency Looked After Partnership (MALAP) is responsible for identifying the needs of this group of children and ensuring outcomes are improved.

The identified commissioning lead is Meg Boustead, Head of Safeguarding, Children’s Services.

### **What is the current picture?**

In Sunderland,

- At any one time there are approximately 390<sup>4</sup> children in care. The proportion is high compared to England, but low in comparison to sub-regional neighbours.
- Health needs are well met (eg. immunisations, dental and general health)
- An Independent Advocacy Service is in place
- Placements provide a secure and stable environment
- While educational attainment is improving, there is still a gap between children in care and their peers
- There are more care leavers going to University
- Innovative prevention programmes have resulted in a 55% reduction in arrests of young people in residential homes.
- 70% of young people in care are in employment, education or training
- 100% of reviews are held within recommended timescales
- There has been a steady rise in the number of children adopted
- 92% of care leavers are in appropriate accommodation
- More children in care are engaged in service planning and decision making

Sunderland has recently developed its Children in Care Council, established a pledge for children in care and appointed a Virtual School Head.

Ofsted has judged fostering and adoption services as good and all children’s homes have been judged as at least satisfactory, with some elements being outstanding.

### **What plans are in place to improve outcomes**

The MALAP is preparing a strategy for Children in Care 2010-25:

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<sup>4</sup> accurate at January 2010

The key areas of work that have been identified so as to improve outcomes for children in care are to:

- Increase access to emotional and mental health services for children in short term placements
- Increase foster care recruitment

To do this there is a Foster Carer Recruitment and Retention Strategy which aims to increase the number of carers in Sunderland so as to improve placement choice and flexibility. This is being implemented with a significant increase in resources (£475k in 2009/10 with an additional £140k per annum thereafter) which has enabled Sunderland to increase foster carer allowances to nationally recommended levels and provide sufficient budget for 8 additional foster care workers (fee paid carers) in 2009/10 and a further 7 in 2010/11.

With an increase in the number of carers, improvements will be made with regard to placement choice and flexibility. Over time it is planned to reduce the use of out of authority placements.

- Reduce offending – to do this there is a multi-agency group in place that monitors trends and plans interventions to reduce the levels of offending amongst children in care. Performance began to increase in 2008 and so it is anticipated this will continue over the coming years.
- Increase educational attainment

Specific areas of work have been identified that will build on current arrangements. These will include:

- The LACE<sup>5</sup> team will support children in care with one-to-one sessions, especially targeting literacy and numeracy. In the last school year over 500 children were supported in this way. Through the Government's "making better progress" programme, this work will be further enhanced (and will be funded through PEA<sup>6</sup> funding for the next academic year)
- The residential "Maths Supercamp" for children looked after in years 10 and 11 will be further developed, having been held for one year and deemed successful
- The targeting of early years children looked after. The aim of this targeted work is to support children as young as possible and then throughout their educational career, to improve their educational outcomes, as well as base line attainment

- Create a stable establishment of social workers

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<sup>5</sup> LACE – Looked After Children Education

<sup>6</sup> PEA – Personal Education Allowances

- Extend and refurbish three older children's homes to improve the facilities and environment in which children in care live

### **LAA**

Children in care are recognised in the Local Area Agreement. The LAA specifically identifies the stability of placements and reports on length of placement (NI63).

### **National Indicator Set (NIS)?**

NI61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption

NI62 Stability of placements of children looked after: number of placements

NI63 Stability of placements of children looked after: length of placement

### **Resources and finance**

## CHILDREN IN NEED AND IN NEED OF PROTECTION

### Vision

*To improve the life chances of vulnerable children and young people, by meeting their assessed needs and protecting them from harm*

### Definitions

A “Child In Need” (CIN) is a child or young person who has been assessed to require services to help them achieve their developmental potential. The term “Child in Need” also includes children who have disabilities.

A Child in Need Plan is completed following an Initial and /or Core Assessment. Child in Need Plans summarise the support services, including ongoing assessments, being offered to children and their families

A “child in need of protection” is a child who is being assessed, or has been assessed, to be at risk of harm. When an Initial Child Protection Conference determines that a child is at continuing risk of Significant Harm, a multi-agency Child Protection Plan is put in place to protect the child.

### Who is responsible?

The commissioning lead for this vulnerable priority group is Meg Boustead, Head of Safeguarding, Children’s Services, SCC<sup>7</sup>.

Responsibility and accountability lies with

- The Sunderland Safeguarding Children Board (SSCB), which is a statutory partnership
- The Safeguarding Service, Children’s Services, that has statutory responsibilities as the lead agency for safeguarding children

### What is the current picture for this theme?

Currently there are;

- 691 Children who have children in need plans (as of 20.1.10)
- 358 Children who have child protection plans (as of 20.1.10)

The number of children requiring child protection plans has increased significantly in the last year. This appears to have been influenced by several factors, including heightened awareness of child protection in the general public.

It is anticipated there will be an increase in unemployment and financial deprivation and a greater risk of poverty, as a result of the economic downturn. It is anticipated this could impact on children and young people’s life chances and lead to an increase in referrals of children in need

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<sup>7</sup> SCC – Sunderland City Council

## **What plans are in place to improve the outcomes?**

The SSCB recognises a number of priority areas:

- Parental behaviour - issues such as domestic violence and parental substance misuse are factors which can have a detrimental effect on the welfare of children and young people. The interaction of the combined effects of these factors which compromise effective parenting will be considered by the SSCB and strategies adopted to address.
- Neglect and emotional abuse - The SSCB will be involved in the pilot of the Graded Care Profile which is designed to help workers assess families where neglect is a factor,
- Children missing from home and care – The SSCB has plans in place that aims to address the needs of children and young people who go missing and enables staff to be clear about their responsibilities for this group of vulnerable children
- Working with services that support adults with substance misuse difficulties - The SSCB will embed the use of a Hidden Harm Audit Tool and Common Assessment Framework assessment with relevant services, to ensure services for children and young people are able to work with families earlier on a multi-agency basis, to meet a child and their family's needs.
- Young males who sexually harm - The SSCB will assess, implement and monitor the AIM 2 model (Assessment, Intervention and moving on) to ensure this is incorporated into practice. This model intends to improve multi-agency risk assessments of young males who sexually harm.

The SSCB is also establishing a multi agency data set, which will be used to monitor the above actions.

## **Performance information**

There are a number of national indicators within the National Indicator set that relate to children in need and in need of protection

NI59: Percentage of initial assessments for children's social care carried out within 7 working days of referral

NI60: Percentage of core assessment for children's social care that were carried out within 35 working days of their commencement

NI64: Child protection plans lasting two years or more

NI65: Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

NI67: Percentage of child protection cases which were reviewed within the required timescales

NI68: Percentage of referrals to children's social care going on to initial assessment

## CHILDREN AND YOUNG PEOPLE WITH LEARNING DIFFICULTIES AND/OR DISABILITIES (LDD)

This outcome relates to children and young people with a learning difficulty and/or disability (LDD) aged from 0 – 25.

### **Who is responsible?**

The Strategic Partnership for Children and Young People with Learning Disabilities and/or Difficulties is responsible for this priority. The identified commissioning lead is Janette Sherratt, Health Improvement Lead.

There are a number of services and multi-agency groups that work towards improving the various needs of children and young people with a LDD.

### **What is the current picture?**

In a snapshot of Sunderland in 2009, of the (approximately) 65,000 children and young people aged 0-18 there are

- 18 who are disabled and looked after
- Over 700 who are severely disabled
- Over 1000 with a statement of special educational need
- Over 4,500 who are disabled aged 0-19 (approximately 7% of the child population)
- Over 9000 identified with a LDD, including School Action<sup>8</sup> and School Action Plus<sup>9</sup>

In the city, of the (approximately) 28,000 young people aged 19-25, over 2000 are identified as having a LDD.

### **What plans are in place to improve outcomes**

The “Children and Young People with LDD – A Strategy for Transformation 2009-2025” sets out detailed plans including actions and targets to improve this outcome, specifically to ensure children and young people:

- Have the opportunity to grow up in a safe environment
- Are happy and confident
- Have high hopes and dreams and are supported to achieve them
- Have access to a range of learning opportunities
- Have the same opportunities as their peers to be all that they can be
- Have equal access to leisure facilities and recreational activities; and
- Are well prepared for adult life

The strategy is driven by many national policies that relate to specific elements of learning difficulty and/or disability. The key drivers are DCSF<sup>10</sup>, DH<sup>11</sup>, the NHS and LSC<sup>12</sup>

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<sup>8</sup> School Action – is additional support that is offered to a child in school

<sup>9</sup> School Action Plus – is further additional support offered to a child in school

<sup>10</sup> DCSF – Department for Children, Schools and Families

<sup>11</sup> DH – Department of Health



The strategy has identified six key priorities for improvement:

- **Information** – provide accurate, targeted and accessible information about available services and ensure appropriate information sharing with professionals
- **Funding** – clear pathways for identifying, accessing and pooling funds and resources.
- **Transition to adulthood** – clear pathways upon leaving school for young people. Children's and Adult Services to work together with health services to ensure support continues into adulthood.
- **Access to services** – consistent support to working parents and families to access mainstream services
- **Workforce development** – Deliver appropriate LDD training to staff in mainstream services.
- **Education and learning** - Flexible transport from home to school and extended services.

The partnership is currently developing an implementation plan and will set out actions to progress these priorities.

### **National Indicator Set (NIS)**

NI54 – services for disabled children

This is the first time there has been a specific indicator linked to disabled children. It will be particularly useful for PCTs and Local Authorities, based on parents' experiences of services for disabled children.

The indicator will be measured through parental surveys, of which approximately 200 will be taken per year per local authority area. An independent body will conduct these surveys and provide analysis on the findings, which will be linked to the five elements of the Aiming High for Disabled Children core offer.

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<sup>12</sup> LSC – Learning and Skills Council

## Priority outcome areas

### Being Healthy

Being Healthy is one of the 5 Every Child Matters outcomes. The outcome aims to ensure children and young people are:

- Physically healthy
- Mentally and emotionally healthy
- Sexually healthy
- Maintaining a healthy lifestyle
- Choosing not to take illegal drugs

The key Government strategy relating to being healthy is “Healthy lives, healthy futures – the strategy for children and young people’s health”, published in 2009, which builds on the “standards and ambitions set through the National Service Framework for Children, Young People and Maternity Services and the Every Child Matters programme”<sup>13</sup>.

There are also a number of national drivers relating to specific health themes, which aim to improve both the physical and mental health of children and young people.

Locally, there are a number of partnerships that work towards improving health outcomes.

There is a plethora of evidence which indicates that the early stages of adult poor health originate in early life so a healthy childhood is likely to lead to improved quality of life and increased life expectancy.

Four health related priorities have been identified in the CYPP 2010-2015:

1. Obesity
2. Teenage Pregnancy
3. Emotional Health and Wellbeing
4. Drugs including alcohol and smoking.

*The focus of this outcome is to create a city where*  
**Children and young people are empowered to make healthy life choices – to improve resilience to help children and young people make informed and healthy/safe choices and to develop coping strategies as well as being able to access effective and high quality health and social care services when the need arises.**

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<sup>13</sup> Healthy lives, brighter futures – the strategy for children and young people’s health, DCSF and DH

## **Priority Outcome 1- Reduce levels of childhood obesity so there are fewer overweight or obese children and young people**

Obesity relates to the level of excess fat in a person's body. Being obese increases a person's risk to a number of health-related diseases. It is usually measured using the BMI (Body Mass Index).

### **The vision for obesity is**

*To improve the health of the population by creating health enabling environments, promoting a culture of physical activity and healthy eating and having accessible, effective treatment and management programmes available in order that people can maintain a healthy weight at all life stages.*

### **Who is responsible?**

The Obesity Partnership is responsible for this priority outcome. The identified commissioning lead is Marc Hopkinson, Public Health Practitioner, Primary Care Trust.

### **What is the current picture?**

Childhood obesity has been identified as a national priority and has been included within the NHS Operating Framework and the Child Health Public Service Agreement (PSA). The Government published 'Healthy Weight, Healthy Lives' in January 2008, a cross-government strategy which aims to reverse rising obesity levels and has since published further documents including 'Healthy Weight, Healthy Lives – One year on' (Feb 2009). According to this document over one fifth of children in England are overweight or obese by the time they start school and if no action is taken over 60% of males and 50% of females will be obese by 2050.

Measurements are taken at a number of different points in a child's life, which help us to understand the prevalence of obesity.

- Data from the National Child Measurement Programme (which looks at children in Reception and in Year 6) allows comparison of local and national trends in the prevalence of childhood obesity. Whilst it is not possible to confirm a downward trend, given that data has only been collected in two years (2006/07 and 2007/08), the fact that prevalence of obesity among Reception Year pupils has fallen consistently across three years from 2005/06 to 2007/08 is encouraging. However, a higher proportion of both Reception and Year 6 pupils are obese when compared to the national averages across England as a whole
- It is estimated that there are about 5,500 children aged 0-19 years who are overweight and 5,100 obese in the City of Sunderland.
- Over one in five children in Year Six (i.e. aged ten or 11 years of age) are obese and could be en route to becoming obese young people and adults, exposing themselves to an increased risk of a number of poor health outcomes, including earlier incidence of diseases like diabetes.
- The SHEU, Health Related Behaviour Questionnaire indicates that Children and Young People are conscious of their weight and recognise they need to change their lifestyle.

### What plans are in place to improve outcomes

The NHS South of Tyne and Wear Overweight and Obesity Strategy (2010-2020) sets out detailed plans including actions and targets to improve this outcome.

The Obesity Partnership supports the delivery of the proposed NHS South of Tyne and Wear Overweight and Obesity Strategy, the key features of which include:

- Undertaking a range of promotional campaigns including media interventions to raise awareness of what constitutes a healthy diet and appropriate physical activity levels;
- Creating health enabling environments;
- Ensuring consistent availability of healthier food choices in public places;
- Auditing and co-ordinating and/or commissioning more preventative activities across the life course including generic multi-disciplinary, holistic health improvement programmes;
- Establish effective partnership working between all providers: public, private and third sector;
- Developing, commissioning and implementing a consistent, evidenced based pathway of care for children, young people and families;
- Establishing and monitoring the prevalence of obesity amongst women who are pregnant and develop and provide specific interventions for women and their families;
- Focussing on the early years setting;
- Providing effective continuous professional development and specific training to all staff delivering on the obesity agenda in order to better support behaviour change and healthy lifestyles;
- Ensuring equitable access for targeted groups such as BME, where necessary delivering services in local communities;
- Establishing an effective performance management and evaluative framework to inform future commissioning decisions.

### Performance information

One of the priority improvement indicators identified within the Local Area Agreement (LAA) relates to obesity and references NI56 of the National Indicator Set (NIS). NI55 relates to obesity in primary school age children in Reception.

Other Priority Improvement Indicators within the LAA relevant to tackling obesity include:

- **NI 50:** Emotional Health of Children
- **NI 119:** Self reported measure of peoples overall health and wellbeing
- **NI 120:** All age all cause mortality rate

Performance against this priority outcome will be monitored using the following indicators from the National Indicator Set (NIS):

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	Link to priority outcome	In LAA
NI 55	% children in reception with height and weight recorded who are obese	10	n/a				1	
NI 56d	Percentage of children in Year 6 with height and weight recorded who are obese	21	22				1	✓

## Resources and finance

## Priority Outcome 2- Reduce levels of teenage pregnancy so there are fewer teenage conceptions

### **The vision for teenage pregnancy is**

*Working together to improve outcomes for children and young people by raising aspirations, promoting resilience, supporting them to develop the skills to make positive lifestyle choices and delivering effective services to address risk taking behaviours.*

### **Who is responsible?**

The aligned partnership responsible for this priority is the Risk and Resilience Partnership. The identified commissioning lead is Janette Sherratt, Health Improvement Lead (Children's Services, SCC<sup>14</sup> / Primary Care Trust).

### **What is the current picture?**

Various statistics are monitored that relate to teenage pregnancy.

Those most pertinent include:

- The number of conceptions
- The percentage of those conceptions leading to a legal abortion
- Conception rate per 1000 females aged 15-17
- Conceptions for girls aged 13-15

'Teenage conceptions' relates to females aged 15-17 who become pregnant. In Sunderland, the rate of teenage conceptions has improved over the last ten years and most areas in the city show similar levels to the England average. However, the city has one of the highest rates in the North East, which in turn has one of the highest rates in the country.

Research indicates up to one third of all young people have had sex before the age of 16 years. Sex before the age of 16 is associated with greater levels of regret for young women and higher rates of teenage pregnancy.

Socio-economic status also plays an important part in teenage pregnancy. Teenage conceptions are linked to other indicators of deprivation and this is demonstrated in Sunderland where specific (deprived) wards have very high levels of teenage pregnancy. Young women living in socially disadvantaged areas are more likely to have poor education, live in poor housing, and therefore be affected by health inequalities. As such, their children are more likely to have poor health outcomes.

### **What plans are in place to improve outcomes**

The Risk and Resilience Strategy 2008-2012 encompasses sexual health, teenage pregnancy, substance misuse and smoking. It sets out priorities which include detailed actions and milestones to improve teenage pregnancy:

- Reduce teenage conception rates

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<sup>14</sup> SCC – Sunderland City Council

The strategy aims to do this by providing services that offer:

- Well publicised and accessible sexual health services offering free contraception, advice and pregnancy options advice in each of the five areas of the city.
  - Integrated healthcare packages of support to young parents and their child
  - Access to childcare to support engagement in education, employment and training and appropriate benefits through Jobcentre Plus;
  - A proactive approach to supporting young fathers
  - Provision of enhanced support to care leavers
- Increase the participation of teenage parents in education, training and employment

The strategy aims to do this by:

- Increasing access to care to learn funding for young parents
- Developing courses across the city to engage young parents in learning
- Working with connexions to identify and engage young mums
- Providing a specialist resource (b2b) with onsite childcare to engage young mums in education, training and employment

### Performance information

The LAA recognises teenage pregnancy as a priority and will monitor this through NI112 which relates to the under 18 conception rate.

The Risk and Resilience Partnership will monitor performance against this priority outcome using a number of other indicators from the National Indicator Set (NIS) which have an impact on and are impacted on by teenage pregnancy:

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	Link to priority outcome	In LAA
NI 112	Under 18 conception rate	-6	34.9 per 1000 46.4%↓n				2	✓
NI 110	Young people's participation in positive activities	69.4	not set					
NI 113a	Percentage of the resident population aged 15-24 accepting a test/screen for chlamydia	6.60%	not set					
NI 113b	Prevalence of Chlamydia in under 25 year olds	17.70%	25%					

Ni 116					
	16 to 18 year olds who are not in education, employment or training (NEET)				
NI 117		13.2	9.5	12	✓

## Resources and finance



### Priority Outcome 3- Improve the mental health outcomes of children and young people

#### **Vision**

*Working in partnership to ensure all Children and Young People are resilient and equipped with the social and emotional skills to deal with the challenges and pressures in their lives as well as narrowing the gap in outcome between those who do well and those who do not through the delivery of a comprehensive Child and Adolescent Mental Health Service.*

#### **Who is responsible?**

The aligned partnership responsible for this priority is the CAMHS partnership that sits within the Children's Trust Arrangements. The partnership comprises of the CAMHS Commissioning Group and the CAMHS Stakeholder Group. The identified commissioning lead is Janette Sheratt, Health Improvement Lead.

The CAMHS Partnership reports to the Healthy City Partnership of the Sunderland Partnership on this health issue.

#### **Current picture**

Sunderland has a total population of 66,300 children and young people aged from 0-18 years. It is estimated that 1 in 4 (16,575) will have some form of mental health problem; approximately 15% (9,945) will have mild, early stage problems, 7.5% (4,972) will have moderately severe problems, 2% (1,326) will have severe and complex problems and 0.75% (50) will have very serious problems.

Statistics show the emotional health of children in Sunderland is good and better than statistical neighbours and national figures.

There is a national programme of Targeted Mental Health in Schools. Pupils in some schools in Years 4 and 7 are asked questions which relate to emotional difficulties, behavioural difficulties, self esteem and school climate (school environment).

In 2008/09 Sunderland, 8 schools (802 boys and 630 girls) from Year 7 and 23 schools (374 boys and 340 girls) from Year 4 answered the survey. The survey found, compared to national averages:

#### **Year 7:**

- There is a low proportion of children with emotional difficulties
- There are similar levels of anger and aggression
- There are similar levels of self esteem
- There are higher scores relating to school climate

Year 4:

- There is a lower proportion of children with emotional difficulties
- There are similar levels of anger and aggression
- There are similar levels of self esteem
- There are similar levels relating to school climate

### **Plans in place to improve this outcome**

The CAMHS Strategy and Implementation Plan 2006-2009 sets out detailed plans including priorities and specific actions and targets to improve this outcome.

The priorities within the strategy include:

1. Partnership
2. Planning and commissioning
3. Participation
4. Meeting the mental health needs of children, young people and their families
5. Effective service delivery

Priorities for improvement include:

- Work with parents to promote well being, self confidence and self esteem in Children and Young People;
- Ensure Children and Young People develop personally and socially, tackling cultural, religious and moral issues through Personal, Social and Health Education (PSHE) and Social Emotional Aspects of Learning (SEAL);
- Providing accessible and dedicated mental health services to develop resilience skills and improve emotional health.

### **Local Area Agreement (LAA)**

NI50 of the NIS relates to the emotional health of children. It is in the Local Area Agreement, which means it is a priority for the City.

### **National Indicator Set (NIS)?**

NI51 of the NIS relates to the effectiveness of CAMHS.

### **Resources and finance**

In 2008/09 the total budget for the CAMHS service was £1,031,000, figures for 2009/10 and beyond are currently unavailable.

## **Priority Outcome 4- Reduce alcohol consumption**

### **Vision**

*Working together to improve outcomes for children and young people by raising aspirations, promoting resilience, supporting them to develop the skills to make positive lifestyle choices and delivering effective substance misuse services to address risk taking behaviours including drinking alcohol and smoking.*

### **Who is responsible?**

The aligned partnership responsible for this priority is the Risk and Resilience Partnership. The identified commissioning lead is the Health Improvement Lead (Children's Services, SCC/ Primary Care Trust).

### **Current picture**

There has been a recent change of emphasis in substance misuse in Sunderland, with alcohol becoming the main area of concern. Evidence suggests that slightly less young people in Sunderland are drinking alcohol than previously, but those who are drinking are consuming larger amounts of alcohol than previously.

Parental influences are apparent - the number of parents in Sunderland who allow their children to drink alcohol is higher than nationally. Parents who allow their child to drink at home are giving the message to the child that drinking alcohol is acceptable. Parental perceptions need to change to address this. In addition, parents should be aware that their own drinking habits are influential on their children.

Research has been conducted on a national level to indicate that school pupils are more likely to drink regularly if their parents don't disapprove of them drinking. 80% of pupils who say their parents would disapprove have never drunk alcohol.

Cannabis continues to be the most common illegal substance used by young people in Sunderland. With regard to other substances, the trend of problematic use is reducing. In 2008/09, figures show zero young people who entered treatment with heroin being a problem substance. Young people in treatment have indicated that they have tried other substances, but it would appear that they are not taking these substances to the point where they become problematic.

### **Plans to improve this outcome?**

The Risk and Resilience Strategy 2008-2012 encompasses sexual health, teenage pregnancy, substance misuse and smoking. It sets out priorities which include detailed actions and milestones to improve the outcome of teenage pregnancy. The priority is to:

- **Prevent harm to children, young people and families affected by drugs and alcohol.**
  - Reduce the number of young people frequently using illicit drugs, alcohol or volatile substances.
  - Ensure appropriate services for young people in treatment as defined by NTA.
  - Reduce alcohol related Accident & Emergency admissions
  - Reduce alcohol related crime and disorder.
- **Reduce numbers of young people that smoke**
  - Reduce smoking prevalence in young people aged over 16

Ensure all secondary schools attain gold smoke free award by September 2009

Improve access to smoking cessation services across the city for under 18's

Reduce levels of smoking during pregnancy by 15% by 2010

The Risk and Resilience Strategy details the way in which we aim to address Young People's Substance Misuse including Alcohol & Smoking as part of a holistic integrated approach to promoting resilience, supporting positive lifestyle choices and addressing risk taking behaviours. Key elements of the strategy are to:

- Young people with drug or alcohol issues can access the full range of substance misuse treatment interventions.
- Re-provide services to establish locality based young people's Risk and Resilience workers to work as an integral part of 5 locality teams to offer Brief advice and support on positive lifestyle choices including drugs, alcohol & smoking
- Strengthen support to parents and carers' of young people and their families with drug & alcohol issues.
- Enable and support universal and targeted Services to identify the drug or alcohol related needs of young people and refer appropriately.
- Increase appropriate referrals to Young People's Specialist Treatment Service from universal, targeted and specialist young people's services
- Strengthen care pathways for young people attending Health & Wellbeing Services. Support schools in the planning, delivery and monitoring of high quality drug education & PSHE.
- Ensure young people have an opportunity to feedback on the treatment they receive.
- Increase the number of Stop Smoking advisors
- Increasing the number of referrals to NHS Stop Smoking services by offering more support

### **Local Area Agreement (LAA)**

Within the Healthy City theme a Priority Improvement Indicator directly relates to Alcohol & Smoking:

- **NI 123** 16+ current smoking rate prevalence
- **NI 39** Alcohol-harm related hospital admission rates,

There are a number of National Indicators that are related to substance misuse:

- **NI 39** Alcohol-harm related hospital admission rates
- **NI 115** Substance misuse by young people

## Staying Safe

Staying Safe is one of the Every Child Matters outcomes. The outcome aims to ensure children and young people are safe from:

- Maltreatment, neglect, violence and sexual exploitation
- Accidental injury and death
- Bullying and discrimination
- Crime and anti-social behaviour (in and out of school), and to
- Have security, stability and are cared for

The Sunderland Safeguarding Children's Board (SSCB) is responsible for helping all children and young people stay safe.

Safeguarding is a national priority and LSCB<sup>15</sup>s are working towards recommendations set out by Lord Laming, following his review into the death of Baby P.

There is a strong link between staying safe and other outcomes. There are a number of indicators in the National Indicator Set (NIS) that relate to the safety of children and young people.

Three safety related priorities have been identified in the CYPP 2010-25

1. Tackle the impact of domestic violence on children and young people
2. Reduce levels of bullying
3. Reduce numbers of children and young people who are victims of crime and reducing children and young people's fear of crime

*The focus of this outcome is to create a city where...*

**children and young people feel, and are, safe and secure at home, at school and in their community**

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<sup>15</sup> LSCB – Local Safeguarding Children's Board

## **Priority Outcome 5- Tackle the impact of domestic violence on children and young people**

### **Who is responsible?**

The aligned partnership responsible for this priority is the Sunderland Safeguarding Children Board (SSCB). The identified commissioning lead is Meg Boustead, Head of Safeguarding, Children's Services.

### **What is the current picture?**

In Sunderland, from over 14,500 contacts in the period July 2008 to June 2009, social care services responded to 2,466 instances/contacts related to domestic violence. This means 17% of all contacts related to domestic violence. The proportion of contacts that relate to domestic violence is rising.

- In 35% of cases going to initial conference domestic violence is a feature
- All four of Sunderland's Serious Case Reviews have involved domestic abuse

During January 2009 to June 2009, for those children investigated for child protection, 25.36% were related to domestic violence. As such, there is a need to protect and support children and families when domestic violence is a feature of their lives.

Figures for 2008/2009 show that there were 6,078 domestic violence related cases reported to the Police in Sunderland of which 22% were crimed. A total of 357 defendants were prosecuted by the CPS.

### **What plans are in place to improve outcomes**

The impact of domestic violence on children and young people has always been included in the remit of the SSCB and this issue continues to be a priority.

The SSCB plans to improve arrangements with other existing groups including the Safer Sunderland Partnership.

Reducing violent crime is a key priority for the Safer Sunderland Partnership and has an established Delivery Group with a Delivery Plan to focus on all forms of serious violence, serious sexual violence, sexual exploitation and domestic violence. The group has a heavy focus on risk protection and information for high risk victims of domestic violence.

The Sunderland Domestic Violence Partnership (SDVP) feeds into this group and takes forward actions and initiatives to tackle domestic violence.

A key focus for the SDVP will be the implementation of actions coming from the "Together We Can End Violence Against Women and Girls Strategy" launched by the Home Office in November 2009.

The Strategy stipulates the need for a coordinated approach in combating all forms of violence against women and girls (VAWG). It draws on feedback

from 300 victims of violence and 9,000 written responses on its consultation of which Sunderland Domestic Violence Partnership contributed to.

The Strategy has a key focus on awareness raising campaigns, safeguarding and educating children and young people, early identification / intervention and training.

This work will include the promotion of healthy relationships, gender equality and non-violence by working with young people and parenting guidance via family support.

This will include supporting training in the early identification of violence and abuse and promoting early intervention across the public services to minimise the harm being done to women and children at risk of violence.

In making these links, improvements should be made identifying gaps in service provision and ensuring agencies have clear plans in addressing gaps and monitoring progress.

### Performance information

The Local Area Agreement (LAA) recognises domestic violence as a priority and so this is a priority for the city. NI32 of the National Indicator Set relates to domestic violence. While the indicator does not directly relate to children and young people, indirectly children and young people will be impacted on by domestic violence and so the Safeguarding Board will monitor this.

Performance against this priority outcome will be monitored using the

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	In LAA
NI32							✓

NI32 (Repeat Incidents of DV) -No target was set for 2008/2009 as this was a new measure. However progress to date shows that DV cases reviewed by MARAC in Q1 2009/10 are showing 34% are were repeats. The target is stable. The Home Office expect repeat MARAC case rates to rise in the 1<sup>st</sup> 18 month of a scheme before stabilising then reducing. Therefore it may be expected that Sunderland figures rise further before reducing.

Resources and finance

## Priority Outcome 6- Reduce levels of bullying

### Vision

*In Sunderland we are working towards a society where children and young people have the right to be safe and be able to walk among all without fear, where people are kind, helpful and friendly.*

### Who is responsible ?

The aligned partnership responsible for this priority is the Anti-Bullying Strategy group.

The identified commissioning lead is Meg Boustead, Head of Safeguarding Service, Children's Services.

### What is the current picture?

Nationally, bullying is recognised as a recurring theme that children and young people identify as a concern. About 17% of calls to ChildLine relate to bullying. Parents are also concerned about bullying, with approximately 21,500 (19%) of calls made to Parentline Plus in 2006 relating to bullying.

A national survey of 11-16 year olds in England in 2007 found that 60% reported being bullied. Of this 60%

- 10% reported having suicidal thoughts or feelings
- 12% reporting having self-harmed
- 5% reported wanting to run away from home or having run away
- To feel better 1.3% admitted taking drugs and 2.4% drinking alcohol

In Sunderland, the Tell Us survey, conducted by the DCSF, tells us that 40% of children and young people having been bullied in school and 20% in other places, similar to that of England.

A consultation was undertaken in Sunderland in November 2007 during national Anti-Bullying Week involving pupils from primary and secondary schools. The findings showed that:

- Within the community over 80% of all pupils feel safe where they live
- Within school:
  - More secondary school pupils are bullied outside of school than primary school pupils (37% compared to 28%)
  - Bullying appears to mostly take place in the street and in the park (bullying in school was not one of the options to choose)
  - Primary school pupils are more likely to tell someone they are being bullied than secondary school pupils (84% compared to 65%)
  - Children and young people are more likely to tell a member of their family or a friend that they are being bullied. Secondary school pupils are more likely to speak to a teacher than primary school pupils



- At secondary school, boys are more likely to be physically hurt. Girls are more likely to be called names. At primary school, name calling is more prevalent
- It would appear girls are more likely to be bullied at secondary school than boys. And at primary school boys are more likely to be bullied than girls. Bullying at school tends to take place in break or lunchtime
- In secondary school, over 80% boys and 65% girls feel safe in school. In primary school, over 90% pupils feel safe.

### **What plans are in place to improve outcomes?**

The Sunderland Anti-Bullying Strategy 2007 set out the overarching priorities which included detailed actions and milestones to improve this outcome. Progress against the implementation of the strategy was reviewed in January 2010 and the Strategy and Implementation plan are currently being updated.

The key priorities for tackling bullying are:

- To ensure that robust anti-bullying policies are in place and children and young people are offered different options to report incidents, as well as understand what response they can expect
- To ensure that a practical method of establishing baseline information is put in place to identify local incidence of reported bullying
- To target anti-bullying services to schools and other community settings
- To ensure that children and young people have the opportunity to participate in strategy and policy development
- To review Sunderland's Anti -Bullying Charter Mark and
- To appoint a Anti-Bullying Co-ordinator to enhance and drive effective partnership working and inform commissioning
- To ensure that bullying is picked up early and that 'low level' harassment is challenged

### **Performance information**

Performance against this priority outcome will be monitored using the following indicators from the National Indicator Set (NIS):

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	In LAA
NI 69	Children who have experienced bullying	48	not set				
NI 50	Emotional health of children	66.90	69.5				✓

### **Resources and finance**

For 20010/11 there is provision within the Area Based Grant, however this ends in March 2011.

## Priority Outcome 7-Reduce the numbers of children and young people who are victims of crime and reduce children and young people's fear of crime

### The vision for this priority is

*Sunderland will be a city where people are, and feel, safe and secure where they can enjoy life without the concerns of being a victim of crime or being harmed.*

### Who is responsible?

The identified commissioning lead is Judith Hay, Head of Making a Positive Contribution and Economic Wellbeing, Children's Services. The commissioning lead is responsible for ensuring that this priority is progressed.

A link has been made between this priority and one of the LSP's<sup>16</sup> priorities, namely to make Sunderland a Safer City. There is a thematic partnership linked to each of the LSP's priorities.

This is a new priority of the Children's Trust emerging from the needs assessment carried out in 2009. There is not an obvious partnership within the Children's Trust that would be responsible for this priority. As such, the commissioning lead will look to progress this priority outcome through the LSP's thematic partnership "Safer Sunderland Partnership".

### What is the current picture?

In 2008/09 there was a total reduction of 3% in recorded crime in Sunderland which translates to 782 fewer victims. In 2008/09 8.5% of all recorded victims (where details were available) were children and young people aged 18 or under.

The highest risk age group is aged 18, with nearly double the level of victims that would be expected as a proportion of the population as a whole. Young people are often most at risk of certain types of crime, which are often linked to high value goods such as mobile phones

- 44% of victims of violence against the person
- 51% of victims of robbery were aged under 25

The Crime and Justice Survey by the Home Office in 2003 indicates that 60% of all young people have been a victim of personal crime but that only 4% of thefts from young people had come to the attention of the police. More work is therefore needed around crime prevention and improved reporting.

In 2008, a piece of research was commissioned on behalf of the SSP to collate the views of under 16s. It found that

- 52.3% of children and young people involved feel safe in Sunderland;
- 11.5% feeling very safe and 40.7% fairly safe. This is slightly higher than the 51% for the general adult population.

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<sup>16</sup> LSP – Local Strategic Partnership

- Children feel least safe during the evening.

The results of the survey indicate that children and young people's feelings of safety are significantly influenced by the press and TV coverage of crime, both documentaries and TV programmes. In some cases children gave examples citing programmes that were not appropriate for their age and many cited story lines in soaps. Within the survey, children and young people reported that they 'stay together to feel safe' but accept that in doing so are often perceived as a gang by others/adults.

The Sunderland Safer Communities Survey 2009 shows a significant improvement with 66% of respondents now saying they feel fairly or very safe compared to only 51% last year.

The largest demographic influence in feelings of safety was age of respondent with younger people feeling significantly less safe than their older peers.

People say they feel vulnerable due to age, with the highest feelings of vulnerability being reported by the youngest and oldest respondents.

Other research<sup>17</sup> suggests crime and fear of crime is associated with drugs, alcohol, graffiti and a lack of community facilities.

### **What plans are in place to improve outcomes**

The Safer Sunderland Strategy 2008-2023 is in place, and is delivered by the Safer Sunderland Partnership. The 15 year outcome for the SSP is 'Being and Feeling Safe and Secure'. This is about reducing crime, disorder and substance misuse and improving feelings of safety. The 2009/10 priorities support this longer term outcome. The priorities below encompass children and young people experiencing crime and fear of crime as both victims and offenders and those at risk of being both:

- Reduce re-offending;
- Tackle violent crime;
- Tackle anti-social behaviour;
- Tackle perceptions of anti-social behaviour and improve feelings of safety.
- Reduce alcohol misuse and the harm it causes, including alcohol related crime
- Reduce drug misuse and the harm it causes, including drug related crime

### **Performance information**

One of the priorities in the Local Area Agreement (LAA) relates to improving perceptions of anti-social behaviour and NI17 of the National Indicator Set measures this. While this does not directly relate to children and young people this is one of the measures that will be used to monitor performance.

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<sup>17</sup> Moorsley & Pete Carr

Other indicators from the National Indicator Set will also be monitored to measure performance:

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	Link to priority outcome	In LAA
NI 15 NI 17 NI 20 NI 21								

### Resources and finance

Projects and programmes undertaken to deliver the strategic priorities of the Safer Sunderland Strategy are funded through a number of different mainstream budgets and external funding streams. The key interventions are captured in the Local Area Agreement's safe city delivery plan. Many of these interventions specifically support work to address risk factors of children and young people becoming involved in crime, as well as interventions to reduce re-offending by young people and action to improve feelings of safety (for all residents).

## Enjoying and Achieving

Enjoying & Achieving is one of the Every Child Matters outcomes. The outcome aims to ensure children and young people are:

- Ready for school
- Attend and enjoy school
- Achieve at school
- Achieve personal and social development and enjoy recreation

The Local Authority is legally responsible for ensuring that all school age children and young people are receiving full time education, as well as specific responsibilities for children and young people with specific educational needs (SEN) and those excluded from mainstream education. The Local Authority is also responsible for ensuring Early Childhood Services are available and accessible.

Current legislation & policy that are informing developments include:

- Apprenticeships, Skills, Children and Learning Act (2009)
- LAMB
- STEER
- Children's Act (2006)
- 21<sup>st</sup> Century Schools White Paper

The Local Authority fulfils its statutory responsibility through partnerships with key stakeholders including and especially schools.

The commitment of all is that every child and young person has the opportunity to succeed. To support this learning environments are being transformed through the Building Schools for the Future (BSF), Primary Strategy for Change, Children's Centres Buildings transformational programme and post 16 learning and Sixth form centres.

It is incredibly important that children and young people spend time taking part in activities that they enjoy.

Three priorities have been identified in the CYPP 2010-25

4. Improving attainment for all Children and Young People by achieving national average at all key stages.
5. Improving attainment for vulnerable and under performing groups of Children and young people.
6. Having locally accessible and affordable fun play and physical activities

*The focus of this outcome is to create a city where...*

children and young people enjoy their time at school and fulfil their potential – where children and young people learn in a cohesive and inclusive environment, enjoy and achieve through learning and contribute towards the city's thriving learning culture

**Priority Outcome 8. Improve attainment for all children and young people by achieving national averages at all stages**

**Priority Outcome 9. Improve attainment for vulnerable and under performing groups of children and young people**

Sections for priorities 8 & 9 are under review and still to be completed.

## **8.1 Improving attainment of 0-5 year olds**

### **The Right Start – an improving early years foundation stage profile**

#### **The vision for this outcome is**

*To improve the outcomes for all children under 5 and close the gap between those with the poorest outcomes and the rest by ensuring Early Childhood Services are integrated, proactive and accessible.*

#### **Who is responsible?**

The partnership responsible for this priority is the Early Years and Childcare Strategic Partnership. The identified commissioning lead is Lynda Brown, Head of Standards, Children's Services.

There is an Early Years Outcome Duty and Childcare Sufficiency Plan 2009-2011, which sets out detailed information on plans to improve this outcome.

#### **What is the current picture?**

There is a statutory duty for the Local Authority to improve the outcome of all children under 5 and close the gap between those with the poorest outcomes and the rest.

During 2006 – 2008 Sunderland was performing below the national average and on a downward trend. However the results for 2009 show a significant improvement.

- The results for all children for the EYFSP have improved by 9% and are 1% above the national average.
- The gap between those with the poorest outcomes and the rest has closed but is still below the national average.

For those aged 0-5 two priority groups identified as areas for improvement exist, namely

- Boys - In 2009 boys achieved 19% below girls for 78 points and 6+ in PSED<sup>18</sup> and CLLD<sup>19</sup>.
- Children from the BME<sup>20</sup> community

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<sup>18</sup> PSED -

<sup>19</sup> CLLD -

<sup>20</sup> BME – Black and Minority Ethnic

## What plans are in place to improve outcomes

The Early Years and Childcare Strategic Partnership is developing an Early Years Outcome Duty Strategy to include actions from all stakeholder groups to improve outcomes for all children from birth to 5 and to close the gap between those with the poorest outcomes and the rest. The Children's Services Standards Plan contains actions for the Extended Services and Attendance Group to deliver on improvements for the Early Years Foundation Stage.

## Performance information

From the National Indicator Set (NIS), NI72 and NI92 relate to children aged 0-5 assessed using the Early Years Foundation Stage Profile (EYFSP). Both of these indicators are included within the Local Area Agreement (LAA).

Performance against this priority outcome will be monitored using the following indicators:

Description	2008/09 Outturn	Baseline	Year 1	Year 2	Year 3	In LAA?
		2009/2010 Target	2010/11 Target	2011/12 Target	2012/13 Target	
NI 92 Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	42	36.7				✓
NI 72	44	48.4				✓

## Resources and finance

The Sure Start Early Years and Childcare grant to support Early Years, Children's Centres and childcare is £10,584,390 for 2009/10 and £11,113,694 for 2010/11.

Additional funding is available for the 2 year pathfinder £745,268 2009/10 £407,961 2010/11, the Graduate Leader Fund £368,000 2009/10 £450,542 2010/11, 0 – 7 Partnership Pilot £398,784 2009/10 £387,686 2010/11, Buddying Pilot £29,052 2009-10 £29,052 2010-11 Flexible Offer Pathfinder £2,112,042 2009-10 and £2,137,712 for 2010-11.



**The vision for this outcome is**

*To improve the proportions of pupils who achieve 5 A\*- C grades at GCSE including English and mathematics by challenging and supporting all secondary schools.*

**Who is responsible?**

The partnership between the Local Authority's School Improvement Service and secondary schools take responsibility for this priority. The identified commissioning lead is Lynda Brown, Head of Standards, Children's Services.

There is a "14-19 Strategy (Including NEET Strategy) 2009-2013 - Consultation Document", which sets out detailed information on plans to improve this outcome.

**What is the current picture?**

The proportion of pupils achieving 5A\*-C grades (including English and maths) within Sunderland local authority has shown a year on year improvement over the last three years, leading to the best ever results in 2009. There has also been a narrowing of the gap against national performance. However, results are still below the national average.

**What plans are in place to improve outcomes**

The Secondary Plan sets out detailed actions and targets to improve this outcome, through national statutory targets.

The Secondary National Strategy Action Plan 2009/10– the cypp is from 2010 onwards. sets out overarching priorities, including actions, milestones and impact measures to improve this outcome. Key priorities include:

- All schools are consistently challenged on their performance through: the revised SIP programme cycle of visits; National Challenge monitoring; implementation of the Gaining Ground initiative; good quality risk analysis; the effective use of data; setting challenging targets
- The accuracy and consistency of assessment is strengthened by embedding APP and the renewed frameworks for English and mathematics.
- Intervention strategies at KS3 and KS4 are further developed and more appropriately targeted, including Study Plus, guided group work, improving subject knowledge, developing functional skills, improving planning, well-articulated consultant-school agreements.
- Strategies to reduce significantly the gap between vulnerable pupils (including SEN and G&T) and all other groups are developed and implemented in schools.

- The roll out of SEAL in order to promote overall resilience and to promote positive behaviour
- Schools have in place effective teaching and learning policies with a focus on assessment for learning.
- To support and monitor the national one-to-one tutoring initiative

### Performance information

Performance against this priority outcome will be monitored using the following indicators from the National Indicator Set (NIS):

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	In LAA
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	43	51				✓
NI 78	Reduce number of schools where under 30% of pupils achieve 5 A*-C GCSE with English and Maths	2	2				

### Resources and finance



### 8.3 Improving attainment of BME groups

#### Narrowing the Gap – Vulnerable and disadvantaged youngsters achieving

##### **The vision for this outcome is**

*To improve the outcomes for BME pupils in schools and to narrow the attainment gap between BME pupils and non-BME pupils*

##### **Who is responsible?**

The aligned partnership responsible for this priority is the 0-16 Education Improvement Partnership. The identified commissioning lead is Lynda Brown, Head of Standards, Children's Services.

##### **What is the current picture?**

Bangladeshi children and young people are the significant cohort within the BME group and as such this is the only significant cohort that allows for statistical comparison.

At key stage 2, Bangladeshi pupils performance has improved significantly year on year in English, Maths and Science. Similarly, the proportion achieving 5 + GCSEs A\*-C (including English and Maths) has increased.

##### **What plans are in place to improve outcomes**

The Primary National Strategy Action Plan 2009/10 sets out overarching priorities, including detailed actions, milestones and impact measures which include the improvement of this outcome. Key priorities include:

- To support schools in their effective use of the Primary Framework to improve planning and teaching, develop pedagogy for personalisation and tackle underperformance in literacy and mathematics;
- Using the Improving Schools Programme (ISP), challenge and support schools to ensure that children make good progress and that at least 55% of children attain level 4+ in both English and mathematics;
- Implementation or embedding of the CLLD programme across EYFS and into Key Stage 1 with focus on developing subject knowledge, tracking of phonic progress, accurate assessments and guided reading and writing;
- To improve pupil progression by using formative assessment to drive pupil progress and embed APP materials;
- Building capacity to raise standards focusing on behaviour, attendance and SEAL;
- To raise standards in writing in 30 identified schools by their participation in the Every Child a Writer programme
- To narrow the gap for vulnerable groups at Key Stage 2 and Key stage 4
- To monitor and challenge the quality of provision made by schools for children from whom English is not their first language

### Performance information

Performance against this priority outcome will be monitored using the following indicators from the National Indicator Set (NIS):

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target
NI 107	Key Stage 2 attainment for Black and minority ethnic groups (Bangladeshi)	52	58			
NI 108	Key Stage 4 attainment for all Black and minority ethnic groups	23	28			

### Resources and finance

Standards Fund EMAG grant - £195 281

Vulnerable Children's Grant - £302 906

PNS grant – £16 000

## Priority Outcome 10 Have locally accessible and affordable fun play and physical activities

### **The vision for this outcome is**

*Sunderland will work in partnership to provide, support and sustain a variety of high quality and accessible play and physical activity environments and opportunities, for all children and young people.*

### **Who is responsible?**

The aligned partnership responsible for play, sport and physical activity is the Active Sunderland Board.

The board consists of a range of sector partners who both commission and at times are commissioned. The identified commissioning lead is Julie D Gray

### **What is the current picture?**

High quality play has been identified as a national priority and locally play has already been identified as a key priority for the city.

MORI surveys have shown increased satisfaction in children's playgrounds with 17% being satisfied in 2002 and 32% in 2008. It has also been recognised that more facilities for young people are needed.

To address the challenges the city has been actively engaged in a national programme to encourage more children and young people to play outside. Play helps to address child obesity, physical activity and overall health and well-being.

Children and young people can use a lifecard, which offers them substantially reduced access to most core activities, and free swimming to all those under 16 years old.

### **What plans are in place to improve outcomes**

The Active Sunderland Board currently works to meet objectives set out in key partner strategy's, including the Sport and Physical Activity Strategy (2005-2010), and the Play and Urban Games Strategy – Moving Forward (2007-2012) each of which set out overarching priorities, including detailed actions, milestones and impact measures to improve this outcome.

The Active Sunderland Board is currently developing its own strategy. This strategy is likely to build on the Board's current priorities and include:

- Establishing effective partnership working between all providers: public, private and third sector
- Developing clear pathways for volunteers into play, sport and physical activity
- Attracting funding and develop a range of promotional campaigns and information tools.

- Attracting and prioritising funding to deliver key city needs
- Working with regeneration providers to ensure that child friendly neighbourhoods exists to support play and physical activity and green transport.
- Commissioning preventative activities and specific training to all staff working in play, sport and physical activity with children and young people.
- Commissioning more play and positive activities for children aged 5-13
- A childhood obesity programme, commissioned by the PCT is expanding. The new Active Bus, working through SAFC Foundation and the City Council targets young people in school and college settings to improve lifestyles

## Performance information

The Active Sunderland Board is not directly responsible for any performance indicators linked to this priority outcome. However, the Board will monitor its performance using the following indicators from the National Indicator Set (NIS):

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	In LAA
NI 56d	Percentage of children in Year 6 with height and weight recorded who are obese	21	22				✓
NI 50	Emotional health of children	66.90	69.5				✓
NI119							
NI120							
NI 55	% children in reception with height and weight recorded who are obese	10	n/a				
57							
NI 110	Young people's participation in positive activities	69.4	not set				
199							

## Resources and finance

## Making a Positive Contribution

Making a Positive Contribution is one of the Every Child Matters outcomes. The outcome aims to ensure children and young people are:

- Engaging in decision making and supporting the community and environment
- Engaging in law abiding and positive behaviour in and out of school
- Developing positive relationships and choosing not to bully and discriminate
- Developing self-confidence and successfully dealing with significant life changes and challenges
- Developing enterprising behaviour

There are a number of partnerships that work towards improving this outcome. Most of the areas of work that link to this outcome cut across all of its aims.

Three priorities have been identified in the CYPP 2010-25

11. Reduce levels of offending (re-offending and first time offending)
12. Reduce levels of anti-social behaviour
13. Improve the public perception of young people

*The focus of this outcome is to create a city where...*

**children and young people contribute towards the development of services for all people in the city – where Children and Young People give their views and are listened to, and are able to help Sunderland become a clean, green city**

## Priority Outcome 11- Reduce levels of offending (re-offending and first time offending)

### **The vision for this outcome is**

*The vision of the Youth Offending Service is to deliver high quality services in partnership with others to achieve our principle aim of preventing offending and reducing re-offending by children and young people.*

### **Who is responsible?**

The Youth Offending Service (YOS) Board is responsible for this priority. The YOS Board, chaired by the Executive Director of Children's Services, provides the strategic oversight and governance of youth justice services in Sunderland. The YOS Board also functions as one of the key delivery theme groups of the Safer Sunderland Partnership and so is clearly linked to the Local Strategic Partnership.

The identified commissioning lead is Judith Hay, Head of Positive Contribution and Economic Wellbeing, Children's Services.

There is a Youth Justice Plan 2009/10 that sets out detailed information on plans to improve this outcome

### **What is the current picture?**

Nationally within the Youth Justice System, preventing offending and reducing reoffending are two of four national strategic aims and part of the Public Service Agreement priorities. Sunderland is making significant progress in these areas.

- In preventing offending, in 2008/09 a reduction of 16.3% was achieved in first time entrant set against a national target goal of reducing first-time entrants by 20% by 2020.
- In reducing re-offending, in 2008/09, a 18.3% reduction was achieved, far exceeding our own target

The Sunderland YOS Partnership performs well against national performance indicators by consistently achieving high overall performance for Youth Offending Teams in England and Wales across the range of reducing re-offending pathways of parenting, accommodation, education, substance misuse and mental health.

Reducing re-offending is identified as a key priority within the Sunderland Local Area Agreement

### **What plans are in place to improve outcomes**



National priorities are designed to provide local authorities and YOTs<sup>21</sup> with a means to measure and address issues relating to offending by children and young people, as well as providing a focus for targeting services and demonstrating that offending is being tackled through:

- Evidence of fewer young people being drawn into the youth justice system;
- Reduction in overall re-offending, and also in the frequency and severity of re-offending
- Providing a focus for improving the coordination of key services that positively impact on offending by young people, eg resettlement and the provision of suitable accommodation and accessing and sustaining education, training and employment.

Sunderland's Youth Justice Plan 2009/10 sets out the purpose and 5 key aims of the YOS and describes how these key aims will be achieved through the setting of clear priorities for the service at a strategic and operational level.

The 5 key aims are critical to the success of the YOS as a service and provide the focus for the delivery plans linked to each aim. The 5 key aims are:

- Prevention of offending by intervening early to prevent first time entrants;
- Reduce re-offending by intervening early to prevent the escalation of re-offending;
- Engagement: as the key to achieving behaviour change with robust enforcement arrangements for those who refuse to comply;
- Assessment: as the foundation to effective service planning and delivery
- Risk management: to manage offender risk of reoffending, harm to others and vulnerability/safeguarding.

The delivery of these aims is underpinned by specific work plans and monitored through the YOS Partnership Board and Youth Justice Board.

For 2010/11, the YOS will be required under the YJB Planning Improvement Framework, to develop a Youth Justice Plan and a Capability and Capacity assessment by 31 March 2010. The Performance Improvement Framework includes a range of elements that work together to improve YOT practice and performance across the 8 outcome areas of:

1. Assessment, planning interventions and supervision (APIS)
2. Resourcing and Workforce Development
3. Reductions in first-time entrants
4. Reducing re-offending
5. Use of custody
6. Risk of serious harm
7. Safeguarding
8. Victim and public confidence

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<sup>21</sup> YOT – Youth Offending Team

## Performance information

There are six (national) performance indicators that are used to monitor the performance of Youth Offending Partnerships, all of which are included in the National Indicator Set (NIS).

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	In LAA
NI 19	Rate of proven re-offending by young offenders	0.96	1.1				✓
NI 43	Ethnic composition of offenders on Youth Justice System disposals (white)	1	1				
NI 44a	Ethnic composition of offenders on Youth Justice System disposals (mixed)	-0.5	-0.5				
NI 44b	Ethnic composition of offenders on Youth Justice System disposals (black or black british)	0.3	0.2				
NI 44c	Ethnic composition of offenders on Youth Justice System disposals (asian or asian british)	-0.4	0				
NI 44d	Ethnic composition of offenders on Youth Justice System disposals (chinese/other)	-0.5	0				
NI 44e	Young offenders engagement in suitable education, employment or training	90.5	90.6				
NI 45	Young offenders access to suitable accommodation	99.4	99.5				
NI 46	First time entrants to the Youth Justice System aged 10 - 17	766	751				
NI 111							

NI19 is included in the Local Area Agreement (LAA), which means it is a priority for the city.

## Resources and finance

The YOS has a complex budget structure made up of significant Council core funding, core government funding from the YJB for England and Wales, partner agency funding, in kind contributions and a range of time-limited grant funding.

Sunderland YOS has historically been successful in attracting significant funds to the service through grant applications for specific initiatives. As a result of both the core funding in place and these additional funds, Sunderland YOS is a well resourced service and this enables the YOS to provide a range of additional and specialist services to compliment statutory and youth justice provision.

The total YOS budget for 2009/10 was £4,260,629 of which 60% is guaranteed funding, 28% is year on year approval and 12% is time limited.

## **Priority Outcome 12- Reduce levels of anti-social behaviour**

The identified commissioning lead is Judith Hay, Head of Making a Positive Contribution and Economic Wellbeing, Children's Services. The commissioning lead is responsible for ensuring that this priority is progressed.

A link has been made between this priority and one of the LSP's<sup>22</sup> priorities, namely to make Sunderland a Safer City.

This is a new priority of the Children's Trust emerging from the needs assessment carried out in 2009. There is not an obvious partnership within the Children's Trust that would be responsible for this priority. As such, the commissioning lead will look to progress this priority outcome through the LSP's thematic partnership "Safer Sunderland Partnership".

### **Resources and finance**

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<sup>22</sup> LSP – Local Strategic Partnership

## Priority Outcome 13- Improve the public perception of young people

### The vision for this outcome is

*To raise positive public perceptions and images of children and young people across the city.*

### Who is responsible?

The identified commissioning lead is Judith Hay, Head of Making a Positive Contribution and Economic Wellbeing, Children's Services. The commissioning lead is responsible for ensuring that this priority is progressed.

A link has been made between this priority and one of the LSP's<sup>23</sup> priorities, namely to make Sunderland attractive and inclusive. There is a thematic partnership linked to each of the LSP's priorities.

This is a new priority of the Children's Trust emerging from the needs assessment carried out in 2009. There is not an obvious partnership within the Children's Trust that would be responsible for this priority. As such, the commissioning lead will look to progress this priority outcome through the LSP's thematic partnership "Sunderland Strategic Partnership".

The Children's Trust recognizes that it is everybody's business to improve public perceptions of children and young people and the Trust is committed to developing strategies with the Sunderland Strategic Partnership.

### What plans are in place to improve outcomes

The Children's Trust will:

- Align with the Sunderland Strategic Partnership on this priority outcome for improvement and identify a partnership to take this priority forward
- Review use of promotional and publicity material including investment plans for the funding.
- Carry out needs assessment across generations, identify issues to be resolved and set baselines for measuring improvement.
- Apply the 'turning the curve' exercise to improve this outcome.
- Research and identify opportunities for intergenerational projects
- Developing the notion that communities are all age communities.
- Promote positive image of young people, their activities and their need for 'Space'.
- Have a communications strategy which places positive stories about young people in council publications and the Sunderland Echo.

### Performance information

### Resources and finance

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<sup>23</sup> LSP – Local Strategic Partnership

## Achieving Economic Wellbeing

Achieving economic wellbeing is one of the Every Child Matters outcomes. The outcome aims to ensure children and young people:

- a. Engage in further education, employment or training when they leave school
- b. Are ready for employment
- c. Live in decent homes and sustainable communities
- d. Have access to transport and material goods
- e. Live in households free from low income

There are a number of partnerships that work towards improving health outcomes.

Three priorities have been identified in the CYPP 2010-25

- 14. Increase the proportion of young people in education, employment and training
- 15. Improve transport
- 16. Improve the environment

*The focus of this outcome is to create a city where...*

**children and young people are able to fulfil their potential – where children and young people are skilled and motivated and have lots of opportunities to progress their careers, helping Sunderland be an enterprising and productive global city with a strong and diverse economy**

## **Priority Outcome 14- Increase the proportion of young people who are in Education, Employment and Training (EET)**

This priority outcome is often also referred to as reducing the proportion of young people who are not in education, employment or training (NEET).

### **Who is responsible?**

The 14-19 Sub-Group of Strategic Learning Partnership is responsible for this priority. The partnership has a NEET subgroup which drives forward the NEET agenda.

The identified commissioning lead for this priority is Judith Hay, Service Manager for Positive Contribution and Economic Wellbeing, Sunderland Children's Services.

### **Learning Partnership**

#### **What is the current picture?**

The proportion of young people in Sunderland who are NEET is traditionally high when with significant improvements, when compared with comparable authorities.

The proportion of young people NEET is impacted on by a number of factors, including:

- The economy and the current recession
- Local culture, where there are lower aspirations.
- The role of aspiration raising.
- The number of opportunities available to young people
- Having the opportunities that young people want to access
- Having opportunities for progression

There are a number of indicators that suggest a young person is more likely to become NEET if they have poor school attendance, do not attain at school and are from an area of deprivation.

#### **What plans are in place to improve outcomes**

The 14-19 Strategy sets out detailed plans including actions and targets to improve this outcome. Key overarching actions are to

- Ensure that all key stakeholders are engaged in the development of a robust and deliverable action plan and that they are committed to timely delivery.
- Support young people to maintain their engagement and support staff working with them to understand issues and respond effectively.
- Enable young people to have good information, advice and guidance and support at transition. Partners will have a collective responsibility for ensuring young people are appropriately placed.
- Ensure that learning providers offer an appropriate curriculum for all young people.

- Increase the number of supported apprenticeships across partners.
- Improve performance management framework in relation to NEET.

Following a Turning the Curve exercise<sup>24</sup> that took place in September 2009, a refreshed action plan has been prepared and is being actioned by the NEET subgroup.

### Performance information

NEET is a priority that is identified in the Local Area Agreement (LAA). As such, it is a priority for the city. The LAA also aims to increase the number of young people from low income backgrounds progressing to higher education, which will have an impact on NEET.

Performance against this priority outcome will be monitored using the following indicators from the National Indicator Set (NIS):

Ref	Description	2008/2009 Outturn	Baseline 2009/2010 Target	Year 1 2010/11 Target	Year 2 2011/12 Target	Year 3 2012/13 Target	In LAA
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	13.2	9.5 (Jan 2010)	8.8 (Jan 2011)			✓
NI 106							✓

### Resources and finance

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<sup>24</sup> Turning the Curve



## Priority Outcome 15- Improve accessibility and affordability transport

The commissioning lead is responsible for ensuring that this priority is progressed.

A link has been made between this priority and one of the LSP's<sup>25</sup> priorities, namely to make Sunderland an Attractive and Inclusive City. There is a thematic partnership linked to each of the LSP's priorities.

This is a new priority of the Children's Trust emerging from the needs assessment carried out in 2009. There is not an obvious partnership within the Children's Trust that would be responsible for this priority. As such, the commissioning lead will look to progress this priority outcome through the relevant thematic partnership.

### Resources and finance

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<sup>25</sup> LSP – Local Strategic Partnership

## Priority Outcome 16- Improve the environment

The commissioning lead is responsible for ensuring that this priority is progressed.

A link has been made between this priority and one of the LSP's<sup>26</sup> priorities, namely to make Sunderland an Attractive and Inclusive City. There is a thematic partnership linked to each of the LSP's priorities.

This is a new priority of the Children's Trust emerging from the needs assessment carried out in 2009. There is not an obvious partnership within the Children's Trust that would be responsible for this priority. As such, the commissioning lead will look to progress this priority outcome through the relevant thematic partnership.

### Resources and finance

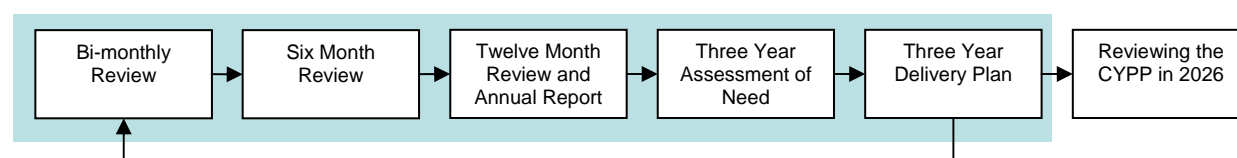
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<sup>26</sup> LSP – Local Strategic Partnership

## MONITORING AND EVALUATING THE DELIVERY PLAN

The CYPP Delivery Plan will be monitored and evaluated through a process of monthly, six monthly and annual reviews. An annual report will be prepared to set out the findings of these reviews.

Every three years a new assessment of need will be prepared and a new delivery plan published setting out priority outcomes for the following three years.



The Joint Commissioning Board meets every two months. It is at these meetings that the bi-monthly review will take place. At each meeting representatives for priority outcomes will be expected to attend. The representative will provide a report, speak to this report and answer any questions at the meeting.

	2010/11 and 2011/12 and 2012/13					
	Apr / May	Jun / Jul	Aug / Sept	Oct / Nov	Dec / Jan	Feb / Mar
Childhood obesity	✓					
Teenage pregnancy	✓					
Emotional and mental health	✓					
Domestic violence		✓				
Bullying		✓				
Victims of and fear of crime		✓				
Attainment at all stages			✓			
Attainment of vulnerable groups			✓			
Play and physical activities			✓			
Offending				✓		
Anti-social behaviour				✓		
Public perceptions of young people				✓		
Education, employment and training					✓	
Transport					✓	
Environment					✓	
Black and minority ethnic groups						✓
Children in care						✓
Children in need and in need of protection						✓
Learning difficulties and/or disabilities						✓

# Appendix 1

PROPOSED PRIORITIES FOR THE CYPP 2010-25 AND RELATED USEFUL INFORMATION							
Version 8							
	Proposed priority outcomes	Commissioning lead	Proposed Responsible Partnership	Delivery Plan	Thematic partnership / priority (LSP)	In LAA?	NIS
	CHILD POVERTY	Raj Singh	Child Poverty Board	Child Poverty Strategy	Prosperous City (Economic Prosperity Partnership)	Y	116
	SAFEGUARDING	Meg Boustead	SSCB	Safeguarding Business Plan	Safer City (Safer Sunderland Partnership)	N	
	BEING HEALTHY						
1	Reduce levels of childhood obesity so there are fewer overweight or obese children and young people	Marc Hopkinson / Janette Sherratt	Obesity Partnership	NHS South of Tyne and Wear Overweight and Obesity Strategy (2010-2020)	Healthy city	Y	NI56
2	Reduce levels of teenage pregnancy so there are fewer teenage conceptions	Janette Sherratt	Risk & Resilience	Risk & Resilience Strategy 2008-2012	Healthy city	Y	NI112
3	Improve mental health outcomes for children and young people	Janette Sherratt	CAMHS		Healthy city	Y N	NI50 NI69
4	Reduce alcohol consumption	Janette Sherratt	Risk & Resilience	Risk & Resilience Strategy 2008-2012	Healthy city	N	
	STAYING SAFE						
5	Tackle the impact of domestic violence on children and young people	Meg Boustead	SSCB	Safeguarding Business Plan	Safer Sunderland	Y	NI32
6	Reduce levels of bullying	Meg Boustead					
7	Reduce numbers of CY&P who are victims of crime and reduce children and young people's fear of crime	Judith Hay			Safer Sunderland	N	NI21, NI27
	ENJOYING AND ACHIEVING						
8	Improve attainment at school	Lynda Brown	0-16		Learning	Y	NIs72-75, NI83, NIs92-101
9	8.1 BME	Lynda Brown	0-16		Learning	N	NIs 107-108
	8.2 Early years foundation stage	Lynda Brown	0-16	Early Years Outcome Duty and Childcare Sufficiency	Learning	Y	NIs 72 & 92

	8.3 English and Maths A*-C	Lynda Brown	0-16	Plan 2009-2011 14-19 Strategy (Including NEET Strategy) 2009-2013 - Consultation Document		Y	NI 75
		Lynda Brown	0-16		Learning		
10	Have locally accessible and affordable fun play and physical activities	Julie D Grey	Active Sunderland Board	Play and Urban Games Strategy 2008-2013		N	NI199
					Attractive and inclusive		
	<b>MAKING A POSITIVE CONTRIBUTION</b>						
11	Reduce levels of offending	Judith Hay	Youth Offending	Youth Justice Plan 2009 onwards - Draft document	Safer Sunderland	Y Y&N	NI111 NI19 / NI111
12	Reduce levels of anti-social behaviour	Judith Hay			Safer Sunderland	N	NI17
13	Improve the public perception of young people	Judith Hay			Attractive and inclusive	N	
	<b>ACHIEVING ECONOMIC WELLBEING</b>						
14	Increase the proportion of young people in education, employment and training	Judith Hay	14-19	14-19 Strategy (Including NEET Strategy) 2009-2013 - Consultation Document	Learning	Y	NI117
15	Improve accessibility and affordability of public transport	Keith Moore			Attractive and inclusive	Y	NI175
16	Improve the environment	Keith Moore			Attractive and inclusive	Y	NI195
	<b>VULNERABLE GROUPS</b>						
	<b>LEARNING DIFFICULTIES AND/OR DISABILITIES</b>	Meg Boustead	LDD	Children and Young People with Learning Difficulties or Disabilities (LDD) - A Strategy for Transformation 2009-2025 - Draft document		N	NI54
	<b>CHILDREN LOOKED AFTER</b>	Meg Boustead	MALAP			N	NIs58, 61, 62 & 66
	<b>BLACK AND MINORITY ETHNIC GROUPS</b>						
	<b>CHILDREN IN NEED AND IN NEED OF PROTECTION</b>	Meg Boustead	SSCB	Safeguarding Business Plan	Safer Sunderland	N	NIs 59-60, 64-65, 67-68 & 72



## CABINET MEETING – 3 FEBRUARY 2010

### EXECUTIVE SUMMARY SHEET – PART I

**Title of Report:**

16-19 Sub-regional Commissioning for learning provision

**Author:**

Executive Director of Children's Services

**Purpose of Report:**

To apprise Cabinet of the progress made in the transfer of responsibility for the commissioning of 16-19 education (16-25 learners with an identified learning disability) from the Learning and Skills Council (LSC) to Local Authority (LA). Approval is sought for Sunderland City Council to progress the necessary HR, legal and financial arrangements required statutorily to facilitate the transfer of the commissioning responsibilities.

**Description of Decision:**

Cabinet is requested to:

- agree to the establishment of a shared service to support sub-regional elements of planning, commissioning and quality assurance.
- note the arrangements, previously approved and validated by the Department for Children, Schools and Families, for North Tyneside Local Authority to act as the lead authority in matters that require the enactment of decisions taken by the Sub-regional Group in relation to planning, commissioning and quality assurance.
- approve the arrangements for managing the transfer of LSC staff into the LA.
- note the proposed funding mechanism to support the transfer and ongoing staffing and office costs created by the transfer of LSC staff into the LA.
- authorise the Executive Director of Children's Services, in consultation with the Director of Financial Resources and Chief Solicitor and appropriate senior LSC offices, to put in place all necessary arrangements for the transfer and management of funding contracts, agreed by the LSC with learning providers from 1 April 2010 to 31 July 2010, and from 1 August 2010 to 31 July 2011.
- authorise the Executive Director of Children's Services, in consultation with the Lead Member for Children's Services to develop a local and sub-regional Memorandum of Understanding with the regional representatives of the National Apprenticeship Service (NAS) which will facilitate appropriate planning and provision to meet the needs of learners in respect of apprenticeships.
- note the proposed arrangements for funding learning provision in schools and colleges as given in the National Commissioning Framework (consultation document published 16 November 2009, DCSF).
- agree that Cabinet will receive an annual report on 16-19 priorities and commissioning intentions.

<b>Is the decision consistent with the Budget/Policy Framework?</b>		*Yes/No
<b>If not, Council approval is required to change the Budget/Policy Framework</b>		
<b>Suggested reason(s) for Decision:</b> The Apprenticeships, Skills, Children and Learning (ASCL) Act 2009 requires LA to put in place the arrangements described in this report and as such they represent statutory requirements.		
<b>Alternative options to be considered and recommended to be rejected:</b> The Machinery of Government (MOG) changes required LAs to prepare for the transfer of statutory responsibilities from the LSC in 2010 by agreeing regional and sub regional arrangements. This has now been statutorily required as part of the enactment of the ASCL Act. Therefore, as a statutory requirement there are no other viable alternatives.		
<b>Is this a “Key Decision” as defined in the Constitution?</b> Yes	<b>Relevant Scrutiny Committee:</b> Children, Young People and Learning	
<b>Is it included in the Forward Plan?</b> Yes		



**16-19 SUB-REGIONAL COMMISSIONING FOR LEARNING PROVISION  
REPORT OF THE EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES****1. Purpose of the Report**

- 1.1 The report is to apprise Cabinet of the progress made in the transfer of responsibility for the commissioning of 16-19 education (16-25 for learners with an identified learning disability) from the Learning and Skills Council (LSC) to Local Authorities (LA). Approval is sought for Sunderland City Council to progress the necessary HR, legal and financial arrangements required statutorily to facilitate the transfer of commissioning responsibilities.

**2. Description of Decision (Recommendations)**

- 2.1 Cabinet are requested to:

- agree to the establishment of a shared service to support sub-regional elements of planning, commissioning and quality assurance.
- note the arrangements, previously approved and validated by the Department for Children, Schools and Families, for North Tyneside Local Authority to act as the lead authority in matters that require the enactment of decisions taken by the Sub-regional Group in relation to planning, commissioning and quality assurance.
- approve the arrangements for managing the transfer of LSC staff into the LA.
- note the proposed funding mechanism to support the transfer and ongoing staffing and office costs created by the transfer of LSC staff into the LA.
- authorise the Executive Director of Children's Services, in consultation with the Director of Financial Resources and Chief Solicitor and appropriate senior LSC offices, to put in place all necessary arrangements for the transfer and management of funding contracts, agreed by the LSC with learning providers from 1 April 2010 to 31 July 2010, and from 1 August 2010 to 31 July 2011.
- authorise the Executive Director of Children's Services, in consultation with the Lead Member for Children's Services to develop a local and sub-regional Memorandum of Understanding with the regional representatives of the National Apprenticeship Service (NAS) which will facilitate appropriate planning and provision to meet the needs of learners in respect of apprenticeships.
- note the proposed arrangements for funding learning provision in schools and colleges as given in the National Commissioning Framework (consultation document published 16 November 2009, DCSF).
- agree that Cabinet will receive an annual report on 16-19 priorities and commissioning intentions.

**3. Background**

- 3.1 The White Paper, *Raising Expectations: Enabling the system to deliver*, produced jointly by the Department for Children, Schools and Families (DCSF) and the Department for Innovation, Universities and Skills (DIUS) identified detailed proposed changes to the machinery of government with regard to skills training for adults; and the creation of an effective system to deliver the learning entitlement to 16-19 year olds. The entitlement concept relates to a range of curriculum and guidance initiatives and services that should be available to all 16-19 learners regardless of where they study. The reforms were designed to give councils the strategic lead for 14-19 education and training, enabling integration of provision

between schools, colleges and employers as they jointly offer the new range of Diplomas and Apprenticeships, alongside GCSE and other qualifications. The reforms aim to restore to local authorities a significant relationship with general further education colleges.

- 3.2 Earlier in 2009, local authorities were asked to consider the best way of grouping together to meet the learning needs of 16-19 year olds, informed by a detailed analysis of travel to learn patterns. This is basically a review of the choices that learners make in respect of their post-16 learning provider and the extent to which they stay within or move beyond their 'home' local authority. This analysis informed the creation of sub-regional clusters of local authorities to work together to create a commissioning plan for 16-19 learning in their geographical area. The local authorities in Tyne and Wear and Northumberland submitted a joint response – the SRG Stage 2 Submission – proposing a sub-regional group (SRG) of these local authorities. The SRG Stage 2 submission was outlined in the report to Cabinet in March 2009.

## **4. Current Position**

### **4.1 16-19 Commissioning and the transfer of responsibilities**

- 4.1.1 The ASCL Act 2009 is the legislative framework that confirms the changes first outlined in the Raising Expectations White Paper. The Act is wide-ranging and encompasses a number of areas in addition to the changes to the machinery of government of the 16-19 phase.
- 4.1.2 From 1 April 2010, all unitary and county councils will take over responsibility for 16 - 19 education from the LSC. This is a huge shift in responsibility and funding, involving the transfer of £7 billion of public money and nearly 1,000 LSC staff. The key features of the new system are:
- local authorities to identify demand and plan provision to meet the needs of young people;
  - local authorities to commission the provision that is needed;
  - a funding model which ensures that money reaches providers appropriately.
- 4.1.3 Local authorities will be responsible and accountable for securing the provision of education and training for 16-19 year olds, and for 19-25 year olds subject to a learning difficulty assessment, and for those young people in youth custody aged 16-18. LAs will be supported by a small non-departmental public body – the Young People's Learning Agency (YPLA) – that is meant to ensure coherence of planning and budgetary control.
- 4.1.4 Local Authorities will be responsible for the commissioning of learning provided in their area on behalf of all Authorities. This is meant to respond to the travel to learn patterns evident across the sub-regional groups and will ensure that providers, particularly FE Colleges, are not required to have multiple dialogues with a number of LAs. Due regard will be given, through the SRG and Regional Planning Group (RPG), to ensuring appropriate learning is available to meet the needs of residents of their area within the constraints of the funding agreement reached with the YPLA.
- 4.1.5 A new agency, the Skills Funding Agency (SFA) will take on responsibility for all other learners over the age of 19, not subject to a learning difficulty assessment. It will also, through the National Apprenticeships Service (NAS), be responsible for

securing apprenticeships for 16-18 year olds and all adults. The Skills Funding Agency will help employers and individuals obtain the education and skills they need through a new demand-led system which will respond to their needs. It will be an agency of the Department of Business, Innovation and Skills (BIS), and will manage a budget of approximately £4 billion.

- 4.1.6 The proposed local, sub-regional and regional structures and planning processes are underpinned by the principle of subsidiarity, recognising the primacy of local authorities and their collective working at the SRG level, which will drive the regional agenda. They also reflect the key relationships being developed at the SRG level with Multi-Area Agreements (MAAs) and sub-regional governance structures (not least Employment and Skills Boards), which provide the opportunity to support the 16-19 'asks' within MAAs.
- 4.1.7 Members will be involved at this crucial strategic level and will oversee the employment and skills arrangements in their respective city-region/sub-regional areas as well as directly, within their locality, working with the Executive Director of Children's Services.
- 4.1.8 The role and structure of the RPG is based upon the tripartite structure briefly described below, which was developed through a process of consultation with stakeholders:
- **DCS Network** – regional decision making. Reflecting that it is local authorities who (along with the YPLA) will be statutorily accountable for the discharge of 16-19 commissioning functions, within their overarching statutory responsibilities for children and young people, and that within local authorities DCS's are accountable for local authority functions relating to the education of children and young people. It is proposed that when considering 16-19 Commissioning the DCS Network – or their designated representative Directors of Children's Services - are joined by YPLA, SFA, NAS, GONE and ONE colleagues to form a clearly defined RPG Executive Group through which the region can formally interact with the YPLA.
  - **Revised 14-19 Commission** – provision of strategic advice and partner engagement. The Commission has reviewed and amended its terms of reference to take on the regional stakeholder engagement function.
  - **Officer/Operational Group** (current IRPG) – operational support. This group would work under delegated authority from DCS's to undertake the detailed work required to support the 16-19 commissioning cycle; ensure that the Regional Statement of Priorities (RSoP) is met; and identify and manage regional issues within the broader 14-19 agenda in support of the RSoP.

## **4.2 Local and sub-regional; commissioning arrangements**

- 4.2.1 The ASCL Act requires the dissolution of the LSC and the transfer of designated LSC staff to support the most appropriate element of the new system – the YPLA, the SFA, the NAS or the Local Authority partnership team. As part of the establishment of the new arrangements, current LSC staff have been through a “matching” process. The matching process reflects the duties and responsibilities that are transferring to each part of the new system from the existing LSC arrangements. Staff most closely aligned with the discharge of those responsibilities in respect of Local Authority areas have been identified to transfer to the LA teams. There will be six posts transferring into Sunderland LA, one of which is currently vacant. Transition plans are in place for the five staff members currently matched to Sunderland. This is consistent with local and regional arrangements around phased transfer of partnership staff from the LSC.
- 4.2.2 The formal transfer of staff will be governed by Transfer of Undertakings (Protection of Employment) – TUPE – regulations. A local authority and sub-regional group has been established to oversee the transfer, in line with best practice guidelines for TUPE transfers.
- 4.2.3 For staff transferring, the actual staffing cost including on-costs will also transfer. Where a vacancy transfers, the average cost of the vacancy will be transferred. The transferring staff will be embedded within Local Authority teams and their Children’s Trust commissioning arrangements.
- 4.2.4 The Authority will receive, annually up to 2012/13, a ring-fenced Special Purpose Grant from DCSF to cover the additional costs associated with taking on these additional responsibilities.
- 4.2.5 In addition to the LA team, a sub-regional shared service was approved as part of the Stage 2 submission. This will be made up of one post from each of the six LA teams in the sub-region. They will be co-located in North Tyneside and will undertake those activities that are best completed once on behalf of all local authority partners. The shared service will lead on any agreed sub-regional planning and commissioning activities and North Tyneside Council will act as the accountable body for the sub-regional group under those circumstances.
- 4.2.6 Each LA will take on the responsibility for administering the funding agreements with schools and colleges (and Work Based Learning/third sector providers for Foundation Learning Tier). Funding for Academies will be administered by the YPLA who will assume responsibility for all open academies in April 2010. Academies will be considered within the commissioning process, however the YPLA will be responsible for deciding on the number of sixth form places to be funded in each academy, taking account of the views of the local authority and the academy as well as its own local intelligence.
- 4.2.7 The funding agreements will cover the periods April 2010 – July 2010 (the current funding agreement) and August 2010 – July 2011. These agreements are already, or will be, in place before the formal transfer of responsibilities and as such they will transfer, along with the agreed funding allocations on April 2010. It will be for the LA team to administer rather than negotiate and agree these allocations.

- 4.2.8 For the delivery year August 2011 – July 2012, Local Authorities will lead all elements of the planning, commissioning, administrative and quality assurance process. A consultation document has been produced by the DCSF – The National Commissioning Framework – that describes the potential processes and lead responsibilities for 2011/12. There is a 12 week consultation period and local authorities, both individually and as a sub-regional group, will formally respond.

## **5. Reasons for the Decision**

- 5.1 The Apprenticeships, Skills, Children and Learning (ASCL) Act 2009 requires LA to put in place the arrangements described in this report and as such they represent statutory requirements. Cabinet is requested to approve the recommendations as outlined above.

## **6. Alternative Options**

- 6.1 The Machinery of Government (MOG) changes required LA's to prepare for the transfer of statutory responsibility from the LSC in 2010 by agreeing regional and sub regional arrangements. This has now been statutorily required as part of the enactment of the ASCL Act. Therefore, as a statutory requirement there are no other viable alternatives.

## **7. Relevant Considerations / Consultations**

### **7.1 Financial Implications / Sunderland Way of Working**

It is the intention of Government to fund fully the transferring LSC staff (that is, staff, NI, pensions and any other contractual allowances), to fund transferring vacancies at the average of top and bottom of the relevant pay band, and to make an allocation for IT, premises and other costs. The intention is to make the payments as a specific element within Area Based Grant for 2010/2011 and the following two years.

Funding agreements and associated contracts are already in place for all eligible learning providers for the delivery year 1 August 2009 to 31 July 2010. These contracts will be novated to LAs to administer for the learning providers based in their geographical area. Similarly, the funding agreements and associated contracts for the delivery year 2010/2011 will be agreed by the LSC with all learning providers by 31 March 2010 and will also be novated to LAs for their management. Both novations will be effective from 1 April 2010.

The finance and administrative capacity to service these contracts is part of the transferring staff resource from the LSC.

### **7.2 Risk Analysis**

A risk register has been developed and is given due consideration at the Sunderland 16-19 Machinery of Government Project Board.

### **7.3 Employee Implications**

As outlined in paragraphs 4.2.1, 4.2.2 and 4.2.3.

### **7.4 Legal Implications**

The TUPE transfer of LSC staff into the LA will be conducted according to the agreed TUPE best practice guidelines. Similarly, it will be important that appropriate governance arrangements are put in place to secure the Council's position as lead/accountable body within the arrangement. All commissioning proposed to be undertaken will be required to comply with the EU/UK procurement framework.

## **7.7 The Public, Other Organisations and Stakeholders**

A range of briefing events and consultations were arranged for external partners and associated organisation and agencies, including the 14-19 Learning Partnership and the Interim City Region Employment and Skills Advisory Board. The Children's Trust has received regular briefings and updates.

Outline briefings have been provided for Cabinet Members and the Lead Member for Children's Services.

## **8. Glossary**

Apprenticeships, Skills, Children and Learning (ASCL)  
Department for Children, Schools and Families (DCSF)  
Department for Innovation, Universities and Skills (DUIS)  
Learning and Skills Council (LSC)  
Local Authority (LA)  
Machinery of Government (MOG)

## **9. Background Papers**

Apprenticeships, Skills, Children and Learning Act 2009  
REACT Briefings  
Cabinet Report 3 December, 2008  
Cabinet Report 11 March, 2009