

MANAGEMENT SCRUTINY COMMITTEE

AGENDA

Meeting to be held in the Civic Centre (Committee Room No. 1) on Thursday, 14th April, 2011 at 5.30 p.m.

Membership

Cllrs M. Forbes, Heron, Miller, Mordey, Morrissey, Oliver, Rolph, Stewart, Tate, Walker, S. Watson

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Report of the Chief Executive (copy attached).

E. WAUGH,
Head of Law and Governance

Civic Centre,
SUNDERLAND.

6th April, 2011

At a meeting of the MANAGEMENT SCRUTINY COMMITTEE held in the CIVIC CENTRE on THURSDAY, 17TH MARCH, 2011 at 5.30 p.m.

Present:-

Councillor Tate in the Chair

Councillors M. Forbes, Heron, Miller, Mordey, Rolph, Stewart and S. Watson.

Apologies for Absence

Apologies for absence were submitted to the meeting on behalf of Councillors Morrissey and Walker.

Minutes of the Last Meeting of the Committee held on 17th February, 2011

Councillor Rolph, Vice Chair of the Committee, congratulated the Governance Services Officer, Mrs. Christine Tilley, on the quality of the minutes which she stated would have been very difficult to write due to the level of detail discussed at the meeting.

Members of the Committee concurred with Councillor Rolph's comments.

i) Reference from Cabinet – 16th February, 2011 – Budget Service Reports

Councillor Rolph queried the point in the minutes which stated that Sunderland was rated in the top 25 local authorities for the standard of maintenance of its highways. Councillor Miller advised that Sunderland was in fact in the top 25% or top quartile in this respect.

Councillor Rolph referred to the number of extra care units quoted in the Minutes and clarified that there were 127 units in the City as a whole, 117 of which were currently occupied.

The Chairman requested that a letter be sent to the Leader, Deputy Leader and Portfolio Holders thanking them for attending the Management Scrutiny Committee meeting and for presenting their priorities for the year ahead; and it was:-

1. RESOLVED that the minutes of the last meeting of the Scrutiny Committee held on 17th February, 2011 (copy circulated), be confirmed and

signed as a correct record subject to the above amendments and that a letter of thanks be forwarded to the Leader, Deputy Leader and the Portfolio Holders as requested above.

Declarations of Interest (including Whipping Declarations)

There were no interests declared.

Variation of Agenda

The Chairman proposed and it was agreed, that item 6 of the Agenda, a feedback report on the Local Government Information Unit Seminar, be considered next on the Agenda as the Head of Scrutiny and Localism needed to leave the meeting following consideration of the item.

LGIU – Rewriting the Script: Preparing Overview and Scrutiny for the 'New Localism' Feedback – 8th February, 2011

The Chief Executive submitted a report (copy circulated) advising that the Chairman of the Scrutiny Committee and the Head of Scrutiny and Localism had attended the above Seminar on 8th February, 2011 and would provide verbal feedback to the Committee at the meeting.

(For copy report – see original minutes).

The Chairman advised that the programme had included case studies on Rotherham and Barnsley Councils showing how they had developed their scrutiny arrangements. The case studies had not provided anything new however which the Council might wish to adopt in Sunderland. In fact, it had shown that scrutiny in Sunderland was well developed and the event had helped to raise the Council's profile.

Ms. Charlotte Burnham, Head of Scrutiny and Localism, added that discussions had been held on how the new health and wellbeing boards would operate and that everyone had a different opinion on what 'Localism' meant at this stage. She advised that she would circulate the presentation which they had received at the seminar for Members' information.

Members having commented that the event had been useful in the sense of confirming that development of the scrutiny arrangements were well in hand in Sunderland, it was:-

2. RESOLVED that the content of the report and the feedback from the event detailed above be noted.

Policy Development and Review 2010/2011: Draft Report

The Chief Executive submitted the first draft report (copy circulated) from the evidence gathered in relation to this year's policy review on Smarter Working.

(For copy report – see original minutes).

Mr. Nigel Cummings, Scrutiny Officer, introduced the report and referred the Committee to the recommendations detailed at paragraph 5.

Ms. Helen Townsend, Smarter Working Project Manager, and Mr. Trevor Robson who had been recently recruited from the SWITCH Team were in attendance to answer any questions Members may have in relation to Smarter Working.

Ms. Townsend advised the Committee that the Council had been operating the Smarter Working Project since September 2010 and that 500 employees had been enabled to work smarter since then. The Chief Executive had asked to meet with representatives from the teams involved to evaluate how things were going and this was scheduled for early April. Ms Townsend explained that Trevor Robson who had formerly worked in ICT had been recruited from the SWITCH Team to assist staff with the initial setting up of computer hardware and software and accessing the Council Network and drives to enable them to work from home whilst having the full range of files they would normally have access to in the office.

In response to Councillor Heron, Ms. Townsend clarified that it was anticipated that car mileage savings would result from staff not needing to return to the office in between meetings during the working day to write up case notes etc. as they would have access to the Council network through the VPN technology at home or in touch down office space. This would mean they could access any information on files they required. As a result the majority of staff were saving approximately 18 miles a week in car journeys. Ms. Townsend added that the Council did not pay staff to travel to and from their place of work and home and that the staff met these costs themselves.

In response to Councillor Miller, Ms. Townsend advised that a target for car mileage savings had not been set but that there were plans to look at what had been saved after the first year and set a target to reduce this further for next year.

Ms. Townsend advised, in response to Councillor Stewart, that currently staff were provided with Council equipment which was encrypted in order to meet the requirements around data security, however, the policy around this was currently being reviewed.

Councillor Miller referred to paragraph 6.5.7 of the report concerning the possibility of moving the emphasis from the traditional 9 am – 5 pm working day to a more flexible arrangement as Councillors operated in a 24/7 role and that this potential move could further enhance the service provided to customers and residents of the City.

Ms. Townsend advised that service redesign and delivery was a bigger project and that the Council would need to reach agreement as to what service levels and access to services including operating hours it wanted to achieve. This was not within the scope of the Smarter Working Project. The Smarter Working Project enabled staff to work more flexibly within the service levels already operating.

In response to Councillor M. Forbes, Ms. Townsend advised that a number of private companies as well as local authorities were adopting smarter working practices such as homeworking. In 2007 a Smarter Working Toolkit to assist Managers and staff in moving to new ways of working was developed. The stringent efficiency agenda was now driving the Council to look at the new ways of working to deliver efficiencies by reducing the number of buildings it currently occupies and reducing the operating costs on those that remain.

Productivity levels of staff working at home could be monitored in a variety of ways such as having a work programme to be completed, deadlines and targets to be met which can be discussed and agreed at one to one meetings between the member of staff and their Manager. Productivity could also be managed through usage on the Council network. Ms. Townsend added that the presence of a member of staff in the office was no guarantee of performance and effective management was needed no matter where that member of staff was located.

With regards to smarter working reducing sickness absence, it was difficult to prove the correlation without being able to extrapolate other factors. Discussions had taken place with colleagues from Occupational Health who knew the sickness hotspots and this would be analysed to see whether smarter working was a contributory factor. Salford City Council, BT and central government departments had noticed a reduction in sickness absence levels and had attributed this to smarter working practices.

In response to Councillor M. Forbes, Ms. Townsend confirmed that staff were entitled to apply for a maximum tax relief of £200 per annum. However, a HMRC focus group had revealed that a number of people had not claimed the tax relief due to the lengthy paperwork involved.

Members of the Committee expressed concern that staff were not claiming the allowance and commented on the increasing costs they were facing due to rising fuel bills and the fact that their pay had been frozen.

Ms. Townsend advised that the Council needed to be aware of the additional burden on the staff concerned. Homeworking was not mandatory at the moment and Managers were asked to be sympathetic if this was not appropriate. Many households had reduced from two incomes to one income over recent months as their partners worked in Local Government also and had lost their jobs due to Councils having to make efficiency savings.

In response to Councillor Rolph, Ms. Townsend stated that the Council had a very ambitious timescale with regards to the targets set to rationalise the property

it holds. She confirmed however that the targets for 2010 had been met and they were on target for the closures for 2011. They were now managing the internal moves for staff required due to the recent departmental restructures.

With reference to paragraph 7.5, Councillor Rolph asked that commentary be included about recovery of documents and the resilience of records management. Councillor Rolph added that a better records management process tended to improve the recognition of the Council.

Ms. Townsend confirmed that the processes and procedures were in place to ensure data was secure.

2. RESOLVED that the above comments be included in the draft report and the amendments made and that a final review report be presented to the Management Scrutiny Committee for approval at its meeting in April 2011.

Annual Report

The Chief Executive submitted a report (copy circulated) seeking approval to the Annual Report of the Management Scrutiny Committee as part of the overall Scrutiny Annual Report for 2010/11 to be presented to the Council.

(For copy report – see original minutes).

4. RESOLVED that the Management Scrutiny Report 2010/11 be approved for inclusion in the Overview and Scrutiny Annual Report 2010/11.

Forward Plan – Key Decisions for the Period 1st March, 2011 – 30th June, 2011

The Chief Executive submitted a report (copy circulated) providing Members with an opportunity to consider those items in the Executive's Forward Plan for the period 1st March, 2011 – 30th June, 2011 which relate to the Management Scrutiny Committee.

(For copy report – see original minutes).

A copy of the Forward Plan for the period 1st April, 2011 – 31st July, 2011 published on 14th March, 2011 was circulated at the meeting.

5. RESOLVED that the Executive's Forward Plan for the above period be received and noted.

Scrutiny Committees' Work Programme for 2010-11

The Chief Executive submitted a report (copy circulated) attaching for information, the variations of the Scrutiny Committees' Work Programmes for

2010/2011 and providing an opportunity to review the Committee's own Work Programme for 2010/2011.

(For copy report – see original minutes).

Ms. Sarah Abernethy, Acting Assistant Scrutiny Officer, briefed the Committee on the report.

Mr. Nigel Cummings, Scrutiny Officer, highlighted on the Management Scrutiny Committee Work Programme that a report on the Annual Audit Letter had been postponed and would now be involved in the agenda for the April meeting of the Committee.

Councillor Miller commented that the Scrutiny Committees had covered a huge amount of work over the year and that the Members of these Committees should be applauded for this, and it was:-

6. RESOLVED that:-

- i) the variations to the Scrutiny Committees' Work Programmes be noted;
and
- ii) a letter be forwarded to all Scrutiny Committee Members thanking them for the work undertaken over the course of the year.

The Chairman thanked everyone for their attendance and closed the meeting.

(Signed) R.D. TATE,
Chairman.

MANAGEMENT SCRUTINY COMMITTEE

AUDIT COMMISSION ANNUAL AUDIT LETTER 2009/10

Report of the Head of Law and Governance

14 APRIL 2011

1. Why has this report come to the Committee?

- 1.1 To provide Members with an opportunity to consider the Audit Commission's Annual Audit Letter for 2009/10, considered by the Cabinet on 6 April 2011.

2. Background and Current Position

- 2.1 The Cabinet, at its meeting on 6 April 2011, gave consideration to the attached joint report of the Chief Executive and the Executive Director of Commercial and Corporate Services in relation to the City Council's Annual Audit and Inspection Letter covering the year 2009/10 (attached as an appendix to the report).
- 2.2 The letter includes issues arising from the audit of the Council's financial statements on the results of the Audit Commission's work undertaken as part of the assessment of the Council's arrangements to securing value for money in its use of resources.
- 2.3 Copies of the 6 April 2011 Cabinet agenda have been circulated to all Members of the Council. Recommendations from the meetings will be reported orally to the Scrutiny Committee.

3. Conclusion

- 3.1 The report is referred to this Committee for comments. Comments from the Committee will be reported to Council.

4. Recommendation

- 4.1 The Committee is invited to consider the attached joint report of the Chief Executive and the Executive Director of Commercial and Corporate Services.

5. Background Papers

5.1 Cabinet Agenda, 6 April 2011.

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

<http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/7021/Committee/1332/Default.aspx>

Contact Officer: Malcolm Page
0191 561 1003
malcolm.page@sunderland.gov.uk

Elaine Waugh
0191 561 1053
Elaine.waugh@sunderland.gov.uk

CABINET MEETING – 6 APRIL 2011
EXECUTIVE SUMMARY SHEET – PART I

Title of Report:

Audit Commission Annual Audit Letter 2009/10 – March 2011

Author(s):

Chief Executive and Executive Director of Commercial & Corporate Services

Purpose of Report:

To report to Cabinet the Audit Commission’s Annual Audit Letter

Description of Decision:

Cabinet is recommended to:

- Note the contents and receive a presentation from the Audit Commission regarding the Annual Audit Letter;
- Refer the report to Council for its consideration.

Is the decision consistent with the Budget/Policy Framework? Yes/No

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

Suggested reason(s) for Decision:

To ensure that the Council acknowledges the very positive Annual Audit Letter for 2009/10 and the progress made, and takes appropriate action in relation to those areas requiring further development, as described within the Audit Commission’s Annual Audit Letter.

Alternative options to be considered and recommended to be rejected:

Consideration of the Annual Audit Letter by Members and its publication are statutory requirements and therefore no alternative options are proposed.

Is this a “Key Decision” as defined in the Constitution? Yes / No

Is it included in the Forward Plan? Yes / No

Relevant Scrutiny Committee:

Management

CABINET – 6 APRIL 2011

AUDIT COMMISSION ANNUAL AUDIT LETTER 2009/10 – MARCH 2011

Report of the Chief Executive and Executive Director of Commercial & Corporate Services

1.0 Purpose of the report

- 1.1 This report details the Audit Commission's (AC) Annual Audit Letter (AAL) covering the year 2009/2010. The letter includes issues arising from the audit of the council's financial statements and the results of the AC's work undertaken as part of the assessment of the council's arrangements to securing value for money.
- 1.2 Gavin Barker, Audit Manager, will attend Cabinet to present a summary of the AC's findings and address any questions Members may have.

2.0 Description of Decision

- 2.1 Cabinet is recommended to:
 - Note the contents of this report and receive a presentation from the AC regarding the AAL;
 - Refer the report to Council for its consideration.

3.0 Introduction / Background

- 3.1 The Audit Commission's Code of Audit Practice requires auditors to prepare an AAL and issue it to each audited body. The purpose of preparing and issuing AALs is to communicate to the audited body and key external stakeholders, including members of the public, the key issues arising from the auditors' work, which auditors consider should be brought to the attention of the audited body.
- 3.2 Despite the abolition of Comprehensive Area Assessment (CAA) and its use of resources assessment in May 2010, the Code of Audit Practice still requires the District Auditor (DA) to issue a value for money conclusion. For the AAL 2009/10, it was agreed that the work undertaken to date on the use of resources assessment would be used to inform the value for money conclusion.
- 3.3 The AAL summarises the findings of the 2009/10 audit, which therefore comprises two elements:
 - An audit of the council's financial statements
 - An assessment of the council's arrangements to achieve value for money.

4.0 Current position

- 4.1 The council did not receive the AAL for 2009/10 until March 2011. The reason for the delay was that during the audit, the Director of Financial Resources advised the DA that the Council was unable to proceed with the public inspection process because of legal uncertainty about disclosure of commercially sensitive information. As a consequence, it was agreed that the audit would be 'called' again when the

council was able to meet the requirements of the public inspection period. The position was clarified following the Court of Appeal decision in the Veolia ES v Nottinghamshire County Council case, and the audit was re-advertised for 4 January 2011. No additional issues were raised following the public inspection period. The DA was therefore able to issue an opinion on the financial statements and provide their value for money conclusion on 11 February 2011.

4.2 The DA has been unable to issue a final certificate for the 2009/10 accounts as outstanding objections to the council's accounts for 2007/08 and 2008/09 have yet to be decided. Progress had been made on the objections, however a legal issue has arisen recently which is likely to lead to further delays in issuing the final certificates for the three accounting years.

4.3 The AAL is very positive overall and the key issues identified in the AAL are set out below.

4.4 Financial Statements and Annual Governance Statement

4.4.1 The DA issued an unqualified opinion on the council's financial statements on 11 February 2011.

4.4.2 The audit identified a number of relatively minor errors in the statements, which have been amended by officers. The DA has made recommendations which should enable further streamlining of the financial statements and reduce overall pressure on officers and on the audit.

4.5 Value for Money

4.5.1 The DA issued an unqualified conclusion stating that the council had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources on 11 February 2011.

4.5.2 The DA reported that the council continues to demonstrate particular strengths, including:

- The successful integration of service and financial planning which has secured significant efficiency savings in recent years, whilst at the same time investing in corporate priorities and improvements for local people
- Well established and effective processes for good governance and internal control

4.5.3 The DA found that there had been further improvements in the council's arrangements, highlighting the following examples:

- The development of a single investment plan with the Local Strategic Partnership
- Delivery of major projects but also improved outcomes at an area level in reduced crime, increased youth provision, and improvements in local environmental services
- Better procurement arrangements that saved money

- 4.5.4 The DA has also reported areas that the council has identified as having scope for further improvement, as follows:
- Extending effective commissioning and procurement arrangements
 - Making efficiencies and savings through better asset management
 - Enhanced workforce management

4.6 Current and future challenges

- 4.6.1 Within the AAL the DA has highlighted the challenges the council faces due to the significant front loading of government grant reductions confirmed within the local government finance settlements for 2011/12 and 2012/13. However he considers that strengths in the council's governance arrangements, its history of good financial management and the ongoing preparations through the Sunderland Way of Working will help the council to respond to these challenges.
- 4.6.2 He also states that the council will need to ensure the successful adoption and compliance with International Financial Reporting Standards (IFRS) in producing the 2010/11 financial statements.

5.0 Reasons for the decision

- 5.1 To ensure that the Council acknowledges the very positive AAL for 2009/10 and the progress made, and takes appropriate action in relation to those areas requiring further development as described within the AC's AAL.

6.0 Alternative options

- 6.1 Consideration of the AAL by Members and its publication are statutory requirements and therefore no alternative options are proposed.

7.0 Relevant considerations / consultations

- 7.1 Government regulations require the AAL to be published. In addition to publication as part of the Cabinet, Management Scrutiny Committee and Council Agendas, and its publication on the AC website it is proposed to place the full report on the council's website.

8.0 Glossary

AAL	Annual Audit Letter
AC	Audit Commission
DA	District Auditor

9.0 List of appendices

1. Audit Commission Annual Audit Letter 2009/10

Annual Audit Letter

Sunderland City Council

Audit 2009/10

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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Key messages

This report summarises my findings from the 2009/10 audit. My audit comprises two elements:

- **the audit of your financial statements (pages 4 to 5); and**
- **my assessment of your arrangements to achieve value for money in your use of resources (pages 6 to 8).**

Audit opinion and financial statements

1 I issued an unqualified opinion on the financial statements on 11 February 2011, which was well beyond the deadline for audit completion of 30 September 2010.

2 The reason for the delay was that during the audit, the Director of Financial Resources advised me that the Council was unable to proceed with the public inspection process because of legal uncertainty about disclosure of commercially confidential information. As a consequence, I agreed to arrange for the audit to be 'called' again when the Council was able to meet the requirements of the public inspection period. The position was clarified following the Court of Appeal decision in the Veolia case, and the audit was re-advertised for 4 January 2011. No additional issues were raised following the public inspection period.

Value for money

3 I issued an unqualified conclusion stating that the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources on 11 February 2011.

2007/08 and 2008/09 Objections

4 Members will be aware that there are outstanding objections to the Council's accounts for 2007/08 and 2008/09. This has meant that I have been unable to issue my certificate for those accounts and that I will be unable to issue my final certificate for the 2009/10 accounts until the objection is decided.

5 Progress had been made on the objections and I was recently able to share my preliminary views with both the Objector and with the Council's Officers.

6 Subsequently, however, legal issues have arisen which are likely to lead to further delays. I will continue to keep officers informed of developments.

Current and future challenges

7 The public sector is facing major operational and financial challenges. The Treasury announced £6.2 billion of in-year savings from government spending on 24 May 2010. The Communities and Local Government department made the biggest proportionate contribution of 12.5 per cent (£780 million).

8 The Government's October spending review set out further cuts in funding across all of the public sector. Central government revenue grants to local government (excluding schools) will be reduced by 28 per cent over the period 2011/12 to 2014/15 (more than 7 per cent a year in real terms, with the majority impacting in the first two years).

9 The impact of this on individual local authorities was revealed in the local government finance settlement in December 2010. In March 2011, the Council approved a budget that reflected the impact of the settlement on Sunderland. The Council had not fared well from the settlement, and the budget reflected a reduction in central government funding of £39.2 million in 2011/12, and a further reduction of £11.2 million is expected for 2012/13.

10 Strengths in the Council's governance arrangements have helped it to respond to these major operational and financial challenges in 2010/11 and 2011/12. The Council has a history of good financial management and the Council has been preparing for these challenges through its Sunderland Way of Working programme. This provides the framework for the organisation as a whole to review services and take decisions about changes as part of a structured approach.

11 However, it seems likely that the future will be extremely challenging and Members may be asked to consider some very difficult decisions.

12 In relation to future financial reporting, the Council will need to ensure the successful implementation of International Financial Reporting Standards (IFRS) for the production of its 2010/11 financial statements.

Financial statements and annual governance statement

The Council's financial statements and annual governance statement are an important means by which the Council accounts for its stewardship of public funds.

I issued an unqualified opinion on the financial statements on 11 February 2011.

Overall conclusion from the audit

13 I issued an unqualified opinion on the financial statements on 11 February 2011, which was well beyond the deadline for audit completion of 30 September 2010.

14 The reason for the delay was that during the audit, the Director of Financial Resources advised me that the Council was unable to proceed with the public inspection process because of legal uncertainty about disclosure of commercially confidential information. As a consequence, I agreed to arrange for the audit to be 'called' again when the Council was able to meet the requirements of the public inspection period. The position was clarified following the Court of Appeal decision in the Veolia case, and the audit was re-advertised for 4 January 2011. No additional issues were raised following the public inspection period.

15 My audit identified a number of relatively minor errors in the statements, which have been amended by officers.

16 I have identified a need to review working papers supporting the financial statements in future years, and I have also identified the scope for the Council to streamline the financial statements that it produces. It is hoped that both of these measures will improve the quality of the financial statements and reduce overall pressure on officers and on the audit.

Value for money

I considered whether the Council is managing and using its money, time and people to deliver value for money.

I assessed your performance against the criteria specified by the Audit Commission and have reported the outcome as the value for money (VFM) conclusion.

2009/10 use of resources assessments

17 At the end of May 2010, the Commission wrote to all chief executives to inform them that following the government's announcement, work on CAA would cease with immediate effect and the Commission would no longer issue scores for its use of resources assessments.

18 However, I am still required by the Code of Audit Practice to issue a value for money conclusion. I have therefore used the results of the work completed on the use of resources assessment up to the end of May to inform my 2009/10 conclusion.

19 I report the significant findings from the work I have carried out to support the vfm conclusion.

VFM conclusion

20 I assessed your arrangements to achieve economy, efficiency and effectiveness in your use of money, time and people against criteria specified by the Audit Commission. The Audit Commission specifies each year, which Key Lines of Enquiry (KLOE) are the relevant criteria for the VFM conclusion at each type of audited body.

21 My conclusions on each of the areas are set out in the following table.

Criteria	Adequate arrangements?
Managing finances	
Planning for financial health	Yes
Understanding costs and achieving efficiencies	Yes
Financial Reporting	Yes
Governing the business	
Commissioning and procurement	Yes
Use of information	Yes
Risk management and internal control	Yes
Managing resources	
Natural Resources	n/a
Strategic asset management	Yes
Workforce	Yes

22 My findings are that the Council has managed its finances effectively, and has delivered efficiencies and improved outcomes.

23 The Council continues to demonstrate particular strengths, including:

- the successful integration of service and financial planning which has secured significant efficiency savings in recent years, whilst at the same time investing in corporate priorities and improvements for local people; and
- well established and effective processes for good governance and internal control.

24 There have been further improvements in the Council's arrangements. These include:

- the development of a single investment plan with the Local Strategic Partnership;
- delivery of major projects but also improved outcomes at an area level in reduced crime, increased youth provision, and improvements in local environmental services; and
- better procurement arrangements that saved money.

25 The Council has also identified scope for further improvement, including:

- extending effective commissioning and procurement arrangements;
- making efficiencies and savings through better asset management; and
- enhanced workforce management.

26 The Council recognises that the financial pressures it faces demand more far reaching measures. It is working on transformational change through its overarching Sunderland Way of Working programme. This sets out how the Council does things now, how it is going to operate in the future and promises further significant change over the next few years.

27 The Council is relatively well placed to meet the future challenges. However, the pressures on public spending are so great that Members will inevitably be faced with difficult choices in relation to future service provision.

28 I issued an unqualified conclusion stating that the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources on 11 February 2011.

Approach to local value for money work from 2010/11

29 Given the scale of pressures facing public bodies in the current economic climate, the Audit Commission has been reviewing its work programme for 2010/11 onwards. This review has included discussions with key stakeholders of possible options for a new approach to local value for money (VFM) audit work. The Commission has now introduced a new, more targeted and better value approach to our local VFM audit work.

30 My work for the 2010/11 audit will be based on a reduced number of reporting criteria, specified by the Commission, concentrating on:

- securing financial resilience; and
- prioritising resources within tighter budgets.

31 I will determine a local programme of VFM audit work based on my audit risk assessment, informed by these criteria and my statutory responsibilities. I will no longer be required to provide an annual scored judgement relating to my local VFM audit work. Instead I will report the results of all my local VFM audit work and the key messages for the Council in my annual report to those charged with governance and in my annual audit letter.

Current and future challenges

32 The public sector is facing major operational and financial challenges. The Treasury announced £6.2 billion of in-year savings from government spending on 24 May 2010. The Communities and Local Government department made the biggest proportionate contribution of 12.5 per cent (£780 million).

33 The Government's October spending review set out further cuts in funding across all of the public sector. Central government revenue grants to local government (excluding schools) will be reduced by 28 per cent over the period 2011/12 to 2014/15 (more than 7 per cent a year in real terms, with the majority impacting in the first two years).

34 The impact of this on individual local authorities was revealed in the local government finance settlement in December 2010. In March 2011, the Council approved a budget that reflected the impact of the settlement on Sunderland. The Council had not fared well from the settlement, and the budget reflected a reduction in central government funding of £39.2 million in 2011/12, and a further reduction of £11.2 million is expected for 2012/13.

35 Strengths in the Council's governance arrangements have helped it to respond to these major operational and financial challenges in 2010/11 and 2011/12. The Council has a history of good financial management and the Council has been preparing for these challenges through its Sunderland Way of Working programme. This provides the framework for the organisation as a whole to review services and take decisions about changes as part of a structured approach.

36 However, it seems likely that the future will be extremely challenging and Members may be asked to consider some very difficult decisions.

37 In relation to future financial reporting, the Council will need to ensure the successful implementation of International Financial Reporting Standards (IFRS) for the production of its 2010/11 financial statements.

Closing remarks

38 I have discussed and agreed this letter with the Chief Executive and the new Executive Director of Commercial and Corporate Services. I will present this letter to the Cabinet and copies will be provided to all Council members.

39 Full detailed findings, conclusions and recommendations in the areas covered by our audit were included in the reports I issued to the Council during the year.

Report	Date issued
Audit fee letter	April 2009
Opinion audit plan	June 2010
Interim opinion audit	September 2010
Interim annual governance report	September 2010
Annual governance report	February 2011
Annual Audit Letter	March 2011

40 The Council has taken a positive and helpful approach to our audit. I wish to thank the Council and its officers for their support and cooperation during the audit.

Steve Nicklin
District Auditor

March 2011

Appendix 1 Audit fees

	Actual	Proposed	Variance
Financial statements and annual governance statement	211,760	211,760	0
Value for money	101,940	101,940	0
Total audit fees	313,700	313,700	0
Grant claims and returns	40,250 *	40,250	
Non-audit work	0	0	0
Total	353,950	353,950	0

* This is the best estimate of the final fee.

Appendix 2 Glossary

Annual governance statement

Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities.

The annual governance statement is a public report by the Council on the extent to which it complies with its own local governance code, including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period.

Audit opinion

On completion of the audit of the accounts, auditors must give their opinion on the financial statements, including:

- whether they give a true and fair view of the financial position of the audited body and its spending and income for the year in question; and
- whether they have been prepared properly, following the relevant accounting rules.

Financial statements

The annual accounts and accompanying notes.

Qualified

The auditor has some reservations or concerns.

Unqualified

The auditor does not have any reservations.

Value for money conclusion

The auditor's conclusion on whether the audited body has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of money, people and time.

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Audit Commission

1st Floor
Millbank Tower
Millbank
London
SW1P 4HQ

Telephone: 0844 798 3131

Fax: 0844 798 2945

Textphone (minicom): 0844 798 2946

www.audit-commission.gov.uk

March 2011

POLICY DEVELOPMENT & REVIEW 2010/11: DRAFT FINAL REPORT

LINK TO WORK PROGRAMME: POLICY DEVELOPMENT & REVIEW

Report of the Chief Executive

1. Purpose of the report

- 1.1 The report provides Members of the committee with the final draft report from the evidence gathered in relation to this year's policy review on learning at work.
- 1.2 The review report presents in detail the evidence, research and conclusions drawn throughout the review process and recommendations arising from this evidence gathering. Members are asked to give consideration to the final report and the recommendations of the policy review.
- 1.3 The review into smarter working has links to the Council's Strategic Priorities in particular around the prosperous city priority. The review also has clear links to Corporate Priorities on delivering customer focused services, being an efficient and effective Council and improving partnership working.

2. Background

- 2.1 At its meeting on 23rd June, 2010 following discussions regarding the work programme the Committee considered the possibility of a study into the Council's smarter working project.
- 2.2 The review came at an important time in light of the importance of the work being undertaken in relation to efficiency savings required by Councils across the country. The Committee has used its skills and expertise to stimulate engagement and dialogue to develop themes presented during their evidence gathering sessions.

3. The Draft Final Report

- 3.1 The draft final report on Smarter Working is attached as an appendix to this report and presents members with the facts and evidence that has been gathered throughout the review process. As part of the review process evidence was obtained from a number of witnesses and stakeholders.
- 3.2 The report is divided into a number of sections which provide the background information to the review, how the review was carried out and the findings and conclusions from the review process. The findings from the review reflect the following as follows:
 - What is Smarter Working?
 - Smarter Working – Facts and Figures
 - The Local Perspective

- Smarter Working – The Project
- Smarter Working – The Process
- Data and Records Management
- Risk Management Issues
- Smarter Working – Good Practice.

3.3 Members are asked to read the report and comment on the content with particular reference to the recommendations arising from the evidence gathered and presented in the report. Members may wish to amend the report for purposes of accuracy, clarity or relevance to ensure the report is a true reflection of the work undertaken.

4. Conclusion

4.1 The Management Scrutiny Committee are presented with a final draft copy of the policy review document for comment and amendment with the aim of producing a final report for presentation and approval by Cabinet.

5. Recommendation

5.1 That the Management Scrutiny Committee provide comments on the final draft report and that any agreed amendments are made.

5.2 That consideration is given to the recommendations contained in the final draft report.

5.3 That the agreed final report is presented to the Cabinet for approval at its June 2011 meeting.

Contact Officer: Nigel Cummings (0191 561 1006)
nigel.cummings@sunderland.gov.uk

Management Scrutiny Committee Policy Review 2010 – 2011

Smarter Working

Draft Final Report

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1 Foreword from the Chairman of the Committee

It gives me great pleasure to be able to introduce the Management Scrutiny Committee's policy review on Smarter Working. At a time when financial constraints in both the private and public sector are making the headlines, it is vital that organisations look to maximise efficiencies while maintaining and improving service delivery.



The Smarter Working Project is one such initiative that looks to make savings through reducing the number of buildings that the Council occupies. The project challenges service areas current working practices, and it is through this process that teams have developed their own new models of working, be that working more flexibly, working from home or the use of touchdown solutions. The outcome of this is a reduced office footprint, greater employee satisfaction and increased productivity.

Of course this is not to say that such a project does not come without risk and the importance of technology as a driver for change cannot be underestimated. The use of Blackberrys, laptops, tablets and Virtual Private Networks have paved the way for all of us to work more flexibly. However, technology moves at a rapid pace and it will be important to ensure that, through the Smarter Working Project, the Council looks to future proof technological solutions as best it can.

Throughout the course of this review Members of the Committee have looked to understand the meaning of Smarter Working, undertaken the workshop process that teams go through in challenging their own working practices and explored the data management issues associated with a reduction in office space. This has been done through a variety of mediums including, focus groups and workshops with key officers providing evidence to support the Committee in its review work.

Finally I would like to thank my colleagues on the Management Scrutiny Committee for their valuable input and contribution throughout the course of this piece of work. I hope that the review and its recommendations can help to add value and develop further the Smarter Working Project.

A handwritten signature in black ink, appearing to read 'D. Tate', enclosed within a large, hand-drawn oval shape.

Councillor David Tate, Chair of the Management Scrutiny Committee

2 Introduction

- 2.1 The Annual Scrutiny Conference was held at the Marriott Hotel on 20th May 2010. During the Scrutiny Café sessions a number of viable policy reviews were formulated for discussion by Members of the Committee. At its meeting on 23rd June 2010, following discussions regarding the Work Programme, the Committee agreed to focus on the issue of Smarter Working.

3 Aim of the Review

- 3.1 The overall objective of the review is to investigate smarter working initiatives across the council and the impact of these measures on efficiency savings.

4 Terms of Reference

- 4.1 The title of the review was agreed as 'Smarter Working' and its terms of reference were agreed as:

- (a) To investigate what smarter working is and identify it's importance to Sunderland City Council in relation to service improvement and delivery;
- (b) To highlight the smarter working techniques that are currently being employed across the organisation;
- (c) To investigate the impact of smarter working measures on property rationalisation, service delivery, efficiency savings, the organisation and individuals;
- (d) To identify the barriers that exist in the organisation to smarter working practices and to look at how these barriers can be removed;
- (e) To look at examples of good practice from across the region and country in relation to the policy review.

5 Membership of the Committee

- 5.1 The membership of the Management Scrutiny Committee during the Municipal Year is outlined below:

Cllrs David Tate (Chair), Kath Rolph (Vice-Chair), Margaret Forbes, Bob Heron, Graeme Miller, Michael Mordey, Anthony Morrissey, Robert Oliver, Paul Stewart, Peter Walker and Susan Watson.

6 Methods of Investigation

- 6.1 The approach to this work included a range of research methods namely:
- (a) Desktop research – review of relevant documentation including key government and council documents relating to smarter working practices.
 - (b) Interviews
 - (c) Focus groups
 - (d) Presentations to the committee.

6.2 Interviews with the following personnel were carried out:

- (a) Helen Townsend – Smarter Working Project Manager – Sunderland City Council
- (b) Colin Clark – Head of Land and Property – Sunderland City Council
- (c) Kevin Bond – Senior Risk Management Advisor – Sunderland City Council
- (d) Graeme Farnworth – Head of Regeneration Programmes – Sunderland City Council
- (e) Martin Duncan – ICT Programme Manager – Sunderland City Council

6.3 Members of the Management Scrutiny Committee also went through the Smarter Working workshop that all service teams considering smarter working complete. This enabled Members to see first hand the preparatory work done with teams prior to any commitments to work smarter. This workshop also provided an opportunity for members to discuss a number of issues around the smarter working project with the project manager. The workshop involves teams identifying where and how they currently work, and asks them to challenge why they carry out particular job roles where they do. The workshop also introduces staff to the new technology available to support new ways of working, and concludes with staff identifying how they could work differently in the future.

6.4 It should also be noted that many of the statements made are based on qualitative research i.e. interviews and focus groups. As many people as possible, where practicable, were interviewed in an attempt to gain a cross section of views, however it is inevitable from this type of research that some of the statements made may not be representative of everyone's views. All statements in this report are made based on information received from more than one source, unless it is clarified in the text that it is an individual view. Opinions held by a small number of people may or may not be representative of others' views but are worthy of consideration nevertheless.

7 Findings of the Review

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

7.1 What is Smarter Working?

7.1.1 Smarter working at its core is the aim to deliver public services through more flexible and responsive methods of working. Smarter working can take a number of forms and during the past decade a whole range of smarter working arrangements have become increasingly common. The most widely adopted practices break down into three main types.

7.1.2 Flexible working allows an employee to structure their own working week within the parameters required of the business operating model. Flexible working allows for variations in start and finish times and enables employees to deal with family and other commitments without this impacting on their work. There are a number of different models within flexible working and the principal models are:

- (a) Flexi-time – allows an employee to choose how weekly or annual hours are worked;
- (b) Flexi-hours – an employee has the option to come in and leave earlier or later as required;
- (c) Flexi-Working – enables an employee to work overtime and then take that time off in lieu, and;
- (d) Condensed Hours – an employee works the week's hours in four days, leaving the fifth day as free.

7.1.3 Home working is becoming increasingly popular and can be very productive and efficient for many employees. A survey by networking firm Mitel in April 2007 stated that two-thirds of workers had stated that home working allows them to be more flexible, with 41% believing that it could boost productivity¹. Even choosing to work from home one day a week could have a significant impact on work/life balance and productivity.

7.1.4 Remote working is the third approach to the reduction of time spent travelling. This practice allows an employee to work on the move and reduces the need to come into the office. This form of working could incorporate:

- (a) a satellite office where an employee is able to work in a remotely-located office environment;
- (b) hot desking whereby permanent workstations can be used on an ad-hoc basis by a number of employees as and when required, and;
- (c) a touchdown solution where an office space or business centre is used and the costs are spread across the number of organisations involved.

¹ Transport for London; Smarter Working guide. 2007

7.1.5 Smarter working can bring a number of key benefits to the organisation, the individual and the environment, this can include:

- (a) Economic Benefits – increased overall efficiency and productivity by reduced absenteeism and increased staff retention, reduced property, heating, lighting and transport costs.
- (b) Environmental Benefits – reduced impacts and stresses through reduced transport congestion and vehicular pollution.
- (c) Social Benefits – for individuals, employers and society through a reduction in wasted travel time, increased availability for family, voluntary and leisure activities and increased corporate and individual social responsibility.

7.2 Smarter Working: Some Facts and Figures

7.2.1 The average UK worker spends 47 working days a year commuting, which was longer than anywhere else in Europe. The average distance travelled by workers was 8.5 miles, 17% further than a decade ago. Rail passenger traffic has also grown with around 1 billion rail journeys made each year, a 60% increase since privatisation in the 1990's.

7.2.2 More people than ever are working from home according to research conducted by the TUC. Nearly 3.5 million people already work from home in the UK, this equates to 12.2% or 1 in 8 of the population, an increase of some 600,000 since 1997. The highest proportion of home workers was in the South West with 15.7%, followed by Eastern England with 14.4%. The lowest was in the North East with 9.3%, followed by Scotland at 9.4%.

7.2.3 The Chartered Business Institute (CBI) argued that with many employers struggling to protect jobs the employment landscape had changed since the last recession. Flexible working practices have given organisations and their staff more freedom to adapt to changing demands and individual needs. Organisations across the UK and in all sectors were changing their employment practices to weather the current financial situation.

7.2.4 A number of local authorities across England have reaped the rewards of smarter working practices. Some of the examples will be explored in greater detail within the report, but even at this stage it is worth pointing out some of the successes achieved. These include Surrey County Council who were able to rationalise their buildings from 74 to 21 and cut capital costs by approximately £4 million. Salford City Council, also through smarter working, was able to reduce sickness absence levels from an average of 27 days to 7 days. Although it was recognised that there was no proof of the direct correlation between smarter working and a reduction in sickness absence it was acknowledged as a contributory factor. Finally Bracknell Forest Council developed remote working which reduced the overall office accommodation footprint by 20% resulting in savings of £300,000 per annum in accommodation overheads and running costs.

7.3 Smarter Working – The Local Perspective

7.3.1 The need for greater efficiencies and improved service delivery, enabled by technological solutions, is driving fundamental changes in both the private and

public sectors in terms of the way office space is both used and managed. In February 2009 the Business Improvement Programme Board approved the Project Profile for Smarter Working and a Project Brief was approved in August 2009. A Project Initiation Document (PID) was then completed with input from KPMG in October 2010.

- 7.3.2 The Smarter Working Project at Sunderland City Council was tasked, through the Business Transformation Programme (BTP) with delivering efficiencies from operational property over a 4 year period. This would be largely through reducing the number of buildings currently occupied by the Council and reducing the operating costs on those that remain.
- 7.3.3 The Council identified that at any one time a number of staff are out of the office for a variety of reasons including work based activities, holidays and council business. Consequently there are a number of desks and office space which are not fully occupied across the working week. If more staff can share desks and office space then greater numbers could be supported by any one given building at any given time. This requires a significant cultural shift for staff as they will not necessarily 'own' a desk.
- 7.3.4 The Council has introduced a range of flexible working options for employees, and has approved a Smarter Working Toolkit to assist staff and managers in moving towards new ways of working. Home working, compressed hours, annualised hours and other flexible styles are all aimed at maximising building occupation without compromising service delivery standards. To assist with this and to ensure equality across the organisation a Space Utilisation and Desk Density Policy was approved by Executive Management Team (EMT) in October 2011.
- 7.3.5 The Smarter Working project has already completed work on the CAD (Computer Aided Design) of the Council's principal office buildings. This data has provided accurate information on the net space available in each of the authority's retained buildings. Work continues to translate the potential capacity, identified through this exercise, into useable office accommodation.

7.4 Smarter Working – The Project

- 7.4.1 The review identified that after staffing costs the biggest single overhead within the council was that of accommodation and office buildings. Following an analysis of all council accommodation it was identified that there was an inequity in space utilisation. This has led to the introduction of new space utilisation and desk density standards which are in line with Office of Commerce and Government (OCG) standards. In applying these new spatial standards and desk density ratios it has been identified that the council ultimately will only need 4 principal office buildings to continue the business of the organisation. It should be noted that this does not include SureStart, Customer Contact Centres, libraries or other buildings from which services are delivered which fall out of the remit of this project.
- 7.4.2 Any building closure would carefully consider the wider regeneration and economic impact for the city. The committee saw the importance of informing, consulting with and taking ward councillors on this journey, and it was noted that regular updates would be required to facilitate this. In disposing of property assets Members highlighted the importance of ensuring assets realised maximum potential in the marketplace. It was noted that meetings were taking place with the Capital Strategy Group around the disposal of properties and it may be that to ensure

good market value some sites are land banked until such time as the market demand is healthier. The scope of this project did not include the disposal of those council owned properties which were already empty or derelict.

7.4.3 Through the Smarter Working Project 4 types of workers within the organisation had been identified:

- (a) **Office Worker** an office worker is a member of staff whose job role means that they are required in the office to deliver services to customers either internal or external on a daily basis, which requires a physical presence in the office and which cannot be delivered using available technology. They will be allocated a desk within Council office accommodation, within the Councils space utilisation standards.
- (b) **Home Worker** a home worker is a member of staff not engaged in the delivery of front-line services who has the ability to deliver the majority of their duties from home using a range of technology to support them in their role. Their main office base would be their home, with them coming into Council premises only for one-to-ones, team meetings or other meetings/training, as and when required. They would not have a designated desk space within Council office accommodation but would be equipped to work from home.
- (c) **Remote Worker** a remote worker is someone engaged in the delivery of front-line services to customers who is primarily based out in localities, clients/customer homes or partner agency premises. They may operate from a particular office, but will not have a designated desk space within Council accommodation; they may also require access to 'Touchdown' space within localities to carry out the duties and responsibilities of their job role.
- (d) **Agile Worker** an agile worker is a member of staff who spends some of their time in an office; some of their time out of the office in either internal or external meetings, and some of their working week from home. They will have a desk within Council office accommodation, but depending on how much time they are out of the office this is unlikely to be a dedicated desk, more likely they will share desks (as per the Council's desk density ratio) with colleagues.

7.4.4 A smarter working workshop has so far been delivered to a number of service teams interested in becoming agile workers. The workshop was aimed to consider each staff role and analyse how their time was currently spent. It was acknowledged by the Smarter Working Project Lead that all teams involved in looking at smarter working practices had identified and developed their own solutions to agile working. It was further noted that all staff were given a trial period of six months which allowed them to decide the best solutions for home working.

7.4.5 Smarter working is not for everyone and it was highlighted during the course of the review that for some staff members the social element of work was an integral reason for coming to work. Agile working may not be the solution for everyone within the organisation and it was expressed as certainly not mandatory but was to be encouraged where possible. An organisation the size of a local authority has a vast mix of people who will all have varying social circumstances and those who

have difficult or challenging home circumstances required different solutions that could include the use of a touch down zone rather than an office. It was important that individual circumstances were explored thoroughly and sensitively to ensure the right outcomes for the organisation, service and individual. Appendix 1 shows the Operational Readiness Assessment which was undertaken as part of the relocation process for service teams.

- 7.4.6 The Management Scrutiny Committee through its investigations questioned how home working would improve the city's carbon footprint. Concerns were raised that there would be more homes using gas and electricity than before, leading to concerns around fuel poverty issues and the likely increase to the carbon footprint. Members also commented that agile working could encourage employees to live further away from their place of work. It was reported that carbon footprint reductions were based on a variety of elements including decreasing car journeys, as road transport accounted for around 22% of the UK's total Carbon Dioxide emissions², made by staff commuting to work.
- 7.4.7 Perhaps one of the most interesting aspects of the smarter working project was around the civic centre's occupancy rates. Members were informed that as part of the project, a review was carried out to determine levels, frequency and occupancy of office space within the civic centre. A number of spot checks were carried out at various times and it was found that at its peak the civic centre was occupied to a 40% capacity, dropping to around 28% on Fridays. There are a number of factors that influence these occupancy rates including officers being out on site, working at other locations, on training courses and holidays. However, even with this all taken into account the survey does illustrate that the civic centre, as an office space, is not used to its full potential. These figures are consistent with other councils and public sector organisations.
- 7.4.8 Integral to the Smarter Working Project are the technology solutions that enable staff to move and work away from the traditional fixed office desk. These include using the Virtual Private Network (VPN), on tablets, laptops or handheld devices. It identified that currently a big skills gap in terms of technology existed within the Council, which is currently being addressed through the Learning Styles Initiative, and it was planned that all council buildings would be fitted to enable more wireless networking. An EMT report which will focus on making all retained office accommodation wireless is currently being developed. The use of further new cutting edge technologies would also be considered and introduced incrementally across the organisation.
- 7.4.9 The Smarter Working project aims to make £7 million in savings with the closure of buildings making further savings due to office upkeep and maintenance costs running at around £3.5m per annum.

7.5 Smarter Working – The Process

- 7.5.1 The Smarter Working workshop is aimed at empowering staff to work smarter and allows them to develop their own solutions and processes. Members of the Management Scrutiny Committee were provided with the opportunity to experience first hand the process that a number of service teams have and continue to be taken through, as part of the move to smarter working within the Council.

² Environmental Protection UK

- 7.5.2 The sessions begin with an exercise asking the question 'Where on average do you spend your working week?' The reason for this was to get teams to think about not only how they work but where they work. In the majority of cases teams will spend their working week in a variety of places and it was a very rare occurrence to find a team that spends 100% of their time in the office. Also as part of the workshop process teams were asked to identify the facilities and resources available to them to do their job, and what would be required for them to work smarter. This could include access to IT, photocopiers, printers, laptops, tablets, blackberrys and telephony.
- 7.5.3 In undertaking the workshop Members highlighted the variety of methods used by the public to contact their local councillor and it was fair to say that the ward surgery was one of the most popular methods. However over time electronic media, including email, and the telephone have taken over as the most used methods. It was also highlighted that a councillor was required to be available 24/7 to deal with their constituents queries, issues and concerns. In many ways local councillors were using several of the smarter working practices already through necessity and in ensuring a level of service to those local people that they served.
- 7.5.4 Through the workshop concerns were raised around the statistics of Friday occupation within the Civic Centre and the working from home (WFH) initiative. The Smarter Working Project Manager highlighted that the 28% occupancy rate was not untypical on a Friday for both public and private sector organisations. It was argued that attendance in the office was no guarantee of performance, and that many jobs undertaken within the council did not require being desk and/or office based. There was also a big emphasis on the issue of trust and the empowerment of staff.
- 7.5.5 Members recognised the need to develop working from home (WFH) practices but stressed the importance of having officers that were contactable as if they were in the office. It was important that standards and performance of officers was maintained.
- 7.5.6 In working smarter the aim was to reduce the number of buildings that the council currently occupies. However members were keen to stress that the communication between councillors and officers should not suffer as a result. The flexible working approach should not compromise the working relationship between members and officers. It was important that the loss of the ability to talk face to face did not result in a decline in the rapport that has been developed between Members and officers.
- 7.5.7 The whole aim of the workshops was to challenge the whys and hows of working smarter for a team and ultimately for the council as a whole to occupy less building space. Members suggested that if the direction of travel was to a more flexible, smarter working workforce then was there the possibility of eventually moving the emphasis from the traditional 9am-5pm working day to a more flexible arrangement including weekends, e.g. Monday-Saturday 7am-7pm. Elected Members of the Council already operated in a 24/7 role and any potential move could further enhance the organisations flexibility within the city.
- 7.5.8 The Smarter Working project was identified as not being a mandatory scheme for staff and that consideration always needed to be given to the individual circumstances of employees. Sessions had also been conducted with those staff who were in customer facing roles and would not be able to work from home. It was noted that the process for smarter working always commenced from the principle

that the quality of customer services must in no way be compromised by flexible working.

7.5.9 Other councils had undertaken a similar approach to flexible working including the local authorities of Cambridge, Salford and Tower Hamlets who have started similar flexible working practices. Also a number of the Council's local partners were starting to consider flexible working within their organisations as the pursuit of greater efficiencies and budgetary pressures increased.

7.5.10 The main issue, ultimately, would be around the savings such a programme can bring to the local authority. The Project Manager reported that the closure of buildings would make huge savings, through the termination of leases and the selling of buildings/land. Car mileage savings, only from journeys incurred during work time, would also be taken into account, as the Council currently spends approximately £2 million per year on car mileage, and ways to reduce the level of expenditure in this area were being explored.

7.5.11 It was clarified during the review investigation that only council offices would be considered for closure, customer service centres would not be affected. It was also acknowledged that those staff working in buildings earmarked for closure would need to work 20% more flexibly than before.

7.5.12 It was also interesting to learn that the trades union had taken part in the workshop with an aim of helping them to improve their own understanding of the process. Members were also informed that the Project Manager had recently conducted a workshop with Unison & moved GMB staff (2 in total) as part of the closure of John Street.

7.6 Data and Records Management

7.6.1 Another issue associated with the reduction in office space is the increasingly problematic issue of storage of paper based files and records and improving the management of records and data across the Council, in line with the existing Information Management Strategy. The Smarter Working Project has highlighted the problems of paper based storage facilities as services have come out of buildings and into new premises with stricter workspace standards.

7.6.2 Any business requires well organised electronic storage arrangements and Sunderland City Council is no exception. These needs can be summarised as:

- (a) being able to support and facilitate the Sunderland Way of Working especially with the need to rationalise accommodation, reorganise service delivery and processes, thus allowing the work force to operate more smartly and in a more agile way;
- (b) the management of Council records is a legal requirement under more than one statute;
- (c) better management, storage and disposal of paper based information;
- (d) enable better monitoring of performance regarding management of data, namely its security, destruction and Freedom of Information requirements;

- (e) assists in promoting cultural change requirements, i.e. challenge to “out of sight out of mind” and “ we have always done it this way” attitudes;
- (f) a greater recognition of cost and value of the information that the Council holds;
- (g) help to facilitate a more rapid move towards an integrated electronic records system (i.e. structured paper records that are easier to translate into structured e-records), giving an impetus to having a corporate approach to archiving records. It could also assist customers through operating a ‘tell us once’ process and their data is available to all council departments.
- (h) could lead to a greater customer confidence and improved reputation for the Council, if done well; and
- (i) will enable the organisation to store, access and protect its information more effectively.

7.6.3 The Council currently has an Information Management Strategy and an Information Governance Programme with a robust framework in place for records management including retention and disposal schedules. However there is not currently a common corporate records creation standard and, with the exception of Children’s Services and Health, Housing and Adult Services there is limited dedicated resource or capacity for effective records management. There is also a very mixed picture across the rest of the Council: with files held in boxes, in cupboards, on desks and on floors. Some are stored off site in locations such as Parsons or South Hylton House, while others are held by the Tyne and Wear Archive Service and by private contractors. As a result, the total cost of data storage and management across the Council is unknown.

7.6.4 A number of storage options were outlined by the Head of Regeneration Programmes including the potential to revamp the council’s storage facilities, scan and digitise documents, develop a corporate solution/framework and consider the benefits of storing in-house or externally. Files generally are categorised as either being active, live, archived or for disposal. It was important to note that a cataloguing process would need to be developed to enable the tracking of files and to help identify those files that had been disposed of.

7.6.5 The Head of Regeneration Programmes also stated that a review of existing paper storage processes was an important first step in preparing for any move towards electronic solutions. It was generally acknowledged that an integrated electronic storage system could improve decision making by departments whilst also contributing to an improved working environment through the reduction of filing cabinets in offices.

7.6.6 Specialist private sector providers can catalogue back scan, store and provide a retrieval and destruction service for approximately £22,000 - £25,000 for 500,000 document sheets. The review also recognised the vital importance of the future proofing of proposals for both an electronic management system and options for paper storage. There needed to be the recognition to the potential for changes in the future including operational and working practices as well as technological advancements. It was noted that the Council’s ICT department would be fully involved in the procurement process to find the appropriate storage solutions.

7.6.7 There are currently 13,000 linear metres of storage space within the Council and through the improvement of storage and development of storage solutions it was expected that there was an opportunity to make significant savings. Although it was still to be decided how much space would be required in the future and this would need to be done in consultation with the various Council departments. The Smarter Working Project will continue to drive the need for more efficient storage solutions and, as such, the benefits will be taken account of as part of the project.

7.7 Risk management Issues

7.7.1 Identifying and mitigating the risks of any project is fundamental to its success and the Smarter Working Project is no different. As part of the review process Members discussed key issues of the Council's Risk Management methodology which outlined the roles and responsibilities in terms of accountabilities and supporting functions.

7.7.2 It was identified that Smarter Working is a project within the Business Transformation Programme (BTP), the project is monitored as part of the risk management process, each risk is graded and mitigations are put in place. The main risks associated with the smarter working project related to non-delivery. Some market forces can impact on risks that are out of the council's control therefore it is important to fully understand and carefully manage those risks.

7.7.3 The project is managed using Prince 2 methodology as determined by the overall programme governance arrangements. There is a Project Board which meets regularly and a Project Initiation Document (PID) which incorporates the Business Plan. There is also a detailed project plan which is used to manage delivery. The Prince 2 methodology is used by project managers to help highlight risks at a programme level. A project risk register is also in place and it was noted that the Project Manager had regular meetings with the Senior Risk Management Advisor.

7.7.4 A key risk that was identified was the ability of council departments to be in a position to move to new premises. One delay had the potential to cause further knock-on delays to the entire process. There were a number and variety of dependencies on other parts of the programme running smoothly, these included delivery within the prescribed timescales, budgetary considerations, standards, achieving the right outcomes, vacating properties and storage. Any new risks were identified through the BTP Project Board.

7.7.5 Members were concerned that risks may be graded too low and it would be more realistic to grade them at a higher level providing the correct mitigations were in place to manage them. It was explained by the Senior Risk Management Advisor that typically, once a solution was identified and procedures put in place a risk is more likely to be considered under control and as a result the risk likelihood rating, and ultimately the overall rating, was reduced.

7.7.6 Through the review it was highlighted that there was a pool of laptops available to the smarter working project to avoid departments having to wait through long delivery times for equipment, which could cause delays to the programme. It was felt that as part of the programme, managers could look pragmatically at cost effectiveness, sometimes it may be cheaper to purchase new equipment to avoid

paying more in the long term for something that is older and is outdated that much quicker.

- 7.7.7 As had already been mentioned a number of other organisations in the city were undergoing property rationalisation, e.g. Police, NHS. The Head of Land and Property has regular meetings with these organisations to ensure there was clarity and a coordinated approach to property requirements of organisations throughout the city. There was also a partnership risk register which highlighted the risks associated with key partners of the LSP.
- 7.7.8 The important issue of equalities was raised during the investigation and the impact of the smarter working project equalities, and specifically the Disability Discrimination Act (DDA). The project manager explained that all managers completed assessments before moving to new accommodation and included in this were special requirements to identify specialist equipment for staff that may require it. The project manager also works closely with managers to ensure the right arrangements are in place for departments and service teams moving into new accommodation.
- 7.7.9 As part of property rationalisation, it was confirmed that assessments would be carried out to ensure all remaining buildings were DDA compliant. Members felt that currently the civic centre was only at a very basic level of compliancy and that there was room for improvement from an accessibility point of view. It was noted that the costs to improve accessibility to council buildings were expensive. Funding for accessibility issues was limited but through the property rationalisation process fewer buildings would remain and costs would be reduced.
- 7.7.10 It was also noted that a questionnaire had been developed to measure the feedback from service teams on the effects of smarter working on their performance, work/life balance and other issues associated with a change in working practices. This would prove useful for the organisation in understanding how working smarter influences work, staff and attitudes and could also help to improve or develop the smarter working process as well as having the potential to uncover previously unidentified issues.

7.8 Smarter Working – Good Practice

- 7.8.1 There are a number of good practice examples from across the country that illustrate how working differently can have a major impact on both the efficiencies and the productivity of an organisation. While some of these local authorities differ to Sunderland City Council in size, geographical location and socio-economic factors the examples do highlight that by changing the way things are done can have significant benefits to the organisation, the services provided and hopefully the public that they serve. It was noted by Members that the majority of best practice examples were not developed and implemented during times of austerity and in such short timescales as required by the Council's own BTP. It was acknowledged that these factors would bring their own unique challenges to the project and its success. Appendix 2 provides a more detailed breakdown of these best practice examples.

Surrey County Council

- 7.8.2 Surrey County Council has undertaken two major initiatives to transform to flexible working. The first, the 'Surrey Workstyle' programme, was adopted in

spring 1998 and focussed on restructuring the offices and working patterns of 3,500 staff, making “better use of time, space and technology”. Surrey followed Workstyle with the ‘People First’ strategy, adopted in April 2002, to restructure the way that services are delivered. “People First” also restructured the organisation. Under ‘People First’ there are no separate departments – the Council is a single organisation providing different services to achieve its goals.

- 7.8.3 Some of the innovations used by Surrey County Council include the use of landing pad facilities with workstations available on a drop-in or pre-booked basis, using BT to help build a flexible IT infrastructure and the use of co-location with partners in their premises. These initiatives have helped to rationalise buildings from 74 to 21 and allowed 3,700 of the 23,000 staff to work flexibly from home and in shared offices cutting capital costs by £4 million and overall savings to the organisation of approximately £23 million.

London Borough of Tower Hamlets

- 7.8.4 A key objective for Tower Hamlets was to identify a 15% reduction in office space through re-planning. A review of workspace accommodation, a study of workspace occupancy and a workspace storage survey were undertaken as part of this process.

- 7.8.5 As a result of the review undertaken Tower Hamlets were able to reduce on-floor filing by 70% to 2 metres per person, new space efficient, cable managed wave desks introduced, the introduction of break out rooms, flexible meeting rooms and touchdown bars and a reduction in total floor space requirements of 30%. All of which resulted in capital realisation of £36 million and revenue savings on accommodation overheads of £4.27 million.

Islington Council

- 7.8.6 Islington Council has been under pressure to increase efficiency over a number of years – delivering better services, that are more sustainable, and with fewer resources.
- 7.8.7 The Smart Working programme began there in 2005, and has ramped up from departmental initiatives to have an integrated framework that guides Smart Working throughout the Council. 2,400 staff are now set up to work more flexibly, working on a desk-sharing basis.
- 7.8.8 Starting from a portfolio of around 40 office buildings, the Council has now released 12 of them, and refurbished 13 as Smarter Working environments, where the focus is on collaboration rather than working at fixed desks. This has led to a 10% reduction in accommodation running costs.

8 Conclusions

The Committee made the following overall conclusions:-

- 8.1 Working flexibly, hot-desking and working from home are techniques that are being encouraged in organisations countrywide, both in the private and public sectors, as a way of improving productivity, retaining staff and making efficiency savings through reductions in the office footprint. Sunderland City Council has recognised the importance of reducing the office space while at the same time maximising the full potential of the buildings that will remain.

- 8.2 Smarter working can have a number of benefits for both the employer and employee including reducing sickness levels, improving work/life balance, increasing productivity and lowering CO2 emissions. However it is important to note that working from home will not suit every employee and a fine balance needs to be taken to meet, wherever possible, the needs of staff and their own individual circumstances. Also in undertaking such smarter working practices it is important that the impacts of these initiatives are carefully measured to ensure that the organisation and the workforce have benefited from such processes. In-depth analysis may also highlight areas of weakness within the process or allow for the continued development of smarter working and provide a vehicle for staff input that could prove invaluable.
- 8.3 As smarter working gathers pace within the organisation it will be important for a time of reflection to ensure that the project is 'doing what it said on the tin'. Also it will be important to review and develop the project to ensure that it is current and meets the demands of the business, the service users and staff of the council.
- 8.4 There are numerous risks associated with such an ambitious project, many around the ability to deliver the project on time, and much of this will be driven by technology. The Smarter Working ICT infrastructure relies on portable equipment purchased using the Council's procurement processes. This will hopefully provide some assurances around future proofing of the project, however it will be important to understand the impact that new technologies will have on the project and that these are being used to their full potential.
- 8.5 As the office footprint shrinks and the facility to store documents rises to a premium, there will be less shelf space and fewer places to store important documentation. In looking at data storage issues it seems that much of the practicalities, risks and options have been considered and the smarter working project is fully aware of the implications of office rationalisation on the organisations ability to store. The Council will as well as working smarter have to look at smarter storage of documents and data, as well as developing organisational resilience to ensure data is recoverable after any potential problem or disaster.
- 8.6 As financial constraints tighten on many public sector organisations, and through this review, it is apparent that developing partnership links to working smarter will become ever more important. The Smarter Working project has an opportunity to develop partnership working further by exploring the sharing of buildings, common work spaces and staff. It will be crucial for this reason that technologies and practices are shared across all partners to allow for that interconnectivity in relation to this project.
- 8.7 Issues around equality and diversity are also important and in a project such as Smarter Working are vital both from an employment and customer perspective. In the drive to working smarter the council will need to understand the equality impacts of availability, flexibility and service provision on employees, employers, customers and service users.
- 8.8 The disposal of buildings and the inevitable question marks raised about their potential future use will no doubt be an issue for many local people in Sunderland. It will be an important aspect of the project to keep ward councillors informed of any developments in relation to public buildings to ensure they can field questions from

local people. Also discussing such issues with local members will provide the project with that local knowledge that could help in developing future plans or strategies for these buildings.

9 Draft Recommendations

9.1 Management Scrutiny Committee has taken evidence from a variety of sources to assist in the formulation of a balanced range of recommendations. The Committee's key recommendations to the Cabinet are as outlined below:-

- (a) That a robust evaluation process is developed and implemented on an ongoing basis to capture both the qualitative and quantitative data, that provides a measure of the impact of smarter working on the organisation and its staff;
- (b) That the smarter working project conducts a further review to ensure that the project has achieved its targets, that they are sufficiently stretching and that the review looks at where the organisation goes next;
- (c) That as part of the Business Transformation Programme consideration is given to further investigation of service area delivery models operating away from the traditional working week with the development of more flexible and responsive working hours;
- (d) That an impact analysis of technology be undertaken to assess where we are now and ensure that the technology is being used in the most efficient way and allows the organisation to work in the smartest way;
- (e) That Sunderland City Council as part of the smarter working project looks to maximise the work with partner agencies and organisations in order to future proof technology and working practices in the most practicable way possible;
- (f) That an Equality Impact Assessment is conducted in relation to the Council's drive to Smarter Working looking at the impact from an employment and customer perspective;
- (g) That Elected Members are kept informed of redundant properties within their wards and the future options for such properties, and;
- (g) That the Management Scrutiny Committee receives regular updates and progress reports on the Smarter Working Project and that these are added to the Committee's work programme for 2011/12.

10. Acknowledgements

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

- (a) Helen Townsend – Smarter Working Project Manager – Sunderland City Council
- (b) Colin Clark – Head of Land and Property – Sunderland City Council

- (c) Graeme Farnworth – Head of Regeneration Programmes – Sunderland City Council
- (d) Kevin Bond – Senior Risk Management Advisor – Sunderland City Council
- (e) Martin Duncan – ICT Programme Manager – Sunderland City Council

11. Background Papers

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

- (a) Transport for London, 2007. Smarter Working Guide.
- (b) Tees Valley Business Investment Team, 2008. Home & Flexible Working Research: National, Regional & Local Statistics on Home-Working.
- (c) Bristol City Council, 2009. Smarter Working Policy.
- (d) WorkWise UK, 2008. Creating a Smarter Working Britain.
- (e) Internal Audit, 2010/11. Project Management – Smarter Working Project.
- (f) Sunderland City Council, 2009. Project Profile – Smarter Working.

DRAFT

Smarter Working

Office Relocation - Operational Readiness Assessment

The Operational Readiness Assessment confirms that the service(s) involved in an office relocation are ready to do so.

Aim of the Operational Readiness Assessment is to confirm that:

1. The service(s) has/have the resources to manage the relocation.
2. There are necessary controls in place to manage the relocation to re-establish effective operations.
3. All stakeholders have been engaged and agree the relocation plans.
4. All contractual arrangements have been addressed to the satisfaction of all stakeholders.
5. All testing is completed (including business integration and user assurance testing) to the client's satisfaction.
6. Acceptable contingency and reversion arrangements are in place.
7. Any outstanding risks and issues are being managed so as not to threaten relocation.

STAKEHOLDER REVIEW

Stakeholders review the project, agreed documentation and outputs, and provide assurances to those decision makers. Stakeholders will have been involved in the development and approval of all necessary documentation.

COMPLETION OF THE ASSESSMENT GRADING DOCUMENT

The project (or relocation) is assessed against an agreed set of criteria. Each criterion will be assessed based on a Red, Amber, Green or Neutral rating. Stakeholders will consider available evidence and challenge, question; agree/disagree with the project. The aim will be to come to an agreed rating. Where Red or Amber assessments are made, action and timescales should be agreed.

GRADING PRINCIPLES

Green	Criteria addressed or plan in place and on target.
Amber	No plans in place, or there is some slippage or deviation from the plan.
Red	Showstopper which is so severe it is not possible to develop a viable action/recovery plan.
Neutral	Project and stakeholder agree that this is not applicable (an explanatory note would be useful).

OUTCOMES OF THE REVIEW

The number of RAG&N should be calculated and further assessed by stakeholders to confirm:

1. Readiness to relocate, or not and to make recommendation accordingly.
2. All actions have been agreed, recorded and complete to their satisfaction.
3. All appropriate areas have been addressed.
4. The assessment process has been effectively conducted.

SMARTER WORKING: CASE STUDIES

CASE 1: SURREY COUNTY COUNCIL

Surrey County Council has undertaken two major initiatives to transform to flexible working. The first, the 'Surrey Workstyle' programme, was adopted in spring 1998 and focussed on restructuring the offices and working patterns of 3,500 staff, making "better use of time, space and technology".

The council says that its aims in encouraging flexible working hours were:

*"to offer a better service to our customers
to make Surrey County Council a better place to work
to reflect what is happening in our society
to make better use of the resources available to us
to support the aims of the Company Transport Plan"*

Workstyle planned to replace the 74 workplaces of 3,500 staff and develop a network of smaller, multifunctional area offices – now expected to be less than 30 in total. Local offices are co-located with other public bodies and agencies – district councils or health authorities. Teams from trading standards, social services, education personnel and community services occupy the local offices. Teachers and fire-fighters are not part of Workstyle.

One barrier that had to be overcome was the heritage value of the buildings in which the new offices were located. As a listed building, County Hall, built in 1893 and occupied by the Council since then, needed permission from English Heritage to make internal changes. The plan to move from cellular office accommodation to open-plan space was discussed but the architectural heritage challenges, together with the fact that Kingston, where county hall is located, is actually outside the county council's area of jurisdiction, led to county hall eventually being put up for sale. Surrey explained the decision to move rather than refit county hall by saying:

"It no longer provides the type of space we need to operate an effective, modern council and is inefficient for us to run. We want to move back into Surrey to Woking, to the people we serve. This move, and the wider relocation of our satellite offices, is about delivering better services at better value to the people of Surrey and becoming a leading example of modern and efficient local government in the 21st century."

The property changes are only one aspect of the Workstyle programme. Workstyle also aims to achieve savings and greater efficiency through more flexible use by employees of their time and a range of flexible working options, including contractually-based homeworking and occasional homeworking. The intent is partly to reduce travel and commuting pressures on the county's roads system.

Workstyle needed to pull together transformations in property management (and locations of offices), ICT, finance and communications, all supported by the necessary training and development. An overall ratio of four workstations to five staff is planned. Staff have their own filing drawer, and can access the files and information they need from any PC. Surrey worked in collaboration with BT to present these ideas to its staff. Surrey, like other large local authorities, faced the task of pulling back together a wide variety of independent LANs set up and operated departmentally. Capital expenditure on IT and property was of

the order of £25M, higher than originally planned, although savings also grew with rising costs so the net benefit remained reasonably constant.

Surrey followed Workstyle with the 'People First' strategy, adopted in April 2002, to restructure the way that services are delivered. "People First" also restructured the organisation. Under 'People First' there are no separate departments – the Council is a single organisation providing different services to achieve its goals.

Surrey 'Workstyle' is not a quick win. The County Council has been moving at a steady pace towards its goals and has had to be flexible enough to allow for the evolution of Surrey 'Workstyle' without losing sight of those aims or disruption to services delivery to its customers.

The County Council says that support, guidance and good communication with all stakeholders is vital to the success of their initiatives. Some departments have responded more enthusiastically to the idea than others. Social services has been particularly responsive, with social services teams encouraged to produce their own 'team flexible working plans'. Trading standards is already ahead, having cut back from the four offices previously used to one central office in the mid 1990s.

The property rationalisation for 'Workstyle' is a lengthy process, and it will be some time before all the changes are implemented. Surrey expects to reduce the space needed for each member of staff from 330 sq ft to 120 sq ft.

Surrey's experience also shows that 19th and 20th century infrastructure was not designed for the rapid changing environment and demands of the 21st century. IT and buildings, as well as transport systems, need to be fundamentally rethought with the needs of the customer in mind.

CASE 2: LONDON BOROUGH OF TOWER HAMLETS

In 2002, the Council began to recognise that several of its properties were in a poor state of repair and were nearing the end of their functional life. With a number of forthcoming property junctures, including lease expiries, the Council took the opportunity to address its accommodation and staff working issues.

In 2004 the strategy was formulated and 2005 saw the development of the key policy framework, infrastructure design and procurement processes. In 2006, a project board was appointed to steer the Council towards its new strategy, which revolved around the rationalisation of the Council's office accommodation.

In 2006, the Council saw the first of its services move to Anchorage House with the remainder of the programme completed by June 2007, including the rationalisation of buildings from 14 to just 5.

Key aims of the project were as follows:

- Rationalise office based services to occupy five core sites
- For all managers to promote greater flexible working through initiatives such as hot-desking, shared meeting rooms and break out areas
- Greater and more efficient use of ICT in order to support staff working and customer service
- Improved customer access

- Reduction in overall accommodation running costs through the disposing of obsolete buildings

A number of key challenges and issues were also identified through the course of the project as follows:

- Inertia - resistance from employees to cultural and work style changes
- Adoption of new technology
- Managing the needs of each individual staff
- The collation of critical information in order to facilitate change
- Implementation of Electronic Records Management
- Establishing key baseline figures for future benchmarking

Tower Hamlets also identified a series of key benefits and successes that emerged from the project and these are listed below:

- Flexible working and hot-desking, providing an overall 27% work station reduction (target 25%)
- Expansion and relocation of the Council's 24-hour Contact Centre to new and improved premises
- The relocation of approximately 4,000 staff to five core sites
- The vacation of all inefficient and sub-standard buildings
- £30 million capital savings
- A view to achieving a further £2 million revenue savings for investment in front line services
- All public buildings now fully DDA-compliant
- Cost efficiencies achieved through the provision of high capacity, secure printing
- 24% increase in staff productivity and a noticeable reduction in absenteeism
- Overwhelming positive response to completed staff satisfaction surveys

Tower Hamlets also acknowledged a number of lessons that they had learned from undertaking this major project:

- Over time, the project evolved from being an office accommodation strategy, to focusing on the organisations work style in order to align how the Council works with the services that it provides
- The need to appreciate the interdependency between property and working practices, and the importance of attributing equal weight to each
- Continuous two way communication with staff and reinforcing benefits whilst addressing individual concerns
- Interim solutions during temporary staff 'movements' are as equally important to the staff involved as the final project resolution
- The transformation of one service area can highlight the requirement for change in another

CASE 3: ISLINGTON COUNCIL

To achieve the full range of benefits means working across several disciplines – HR, Property, Facilities , IT and environmental policy. It means developing a strategy, setting up a project team, and project managing an implementation that may incorporate audits of current working practices, consultations, developing the business case, moving or refurbishing property, workplace design, deploying new technologies, training, culture change and developing new policies and protocols.

That can be challenging. But partial approaches can be costly without delivering the benefits. For example, an implementation that introduces flexible working time options but not flexible place options may have work-life benefits, but not deliver cost savings or environmental benefits. Introducing home working and desk-sharing without addressing workplace culture would probably be a disaster.

Islington has been under pressure to increase efficiency over a number of years – delivering better services, more sustainably, and with fewer resources. The Smart Working programme began there in 2005, and has ramped up from departmental initiatives to have an integrated framework that guides Smart Working throughout the Council. 2,400 staff are now set up to work more flexibly, working on a desk-sharing basis.

Starting from a portfolio of around 40 office buildings, the Council has now released 12 of them, and refurbished 13 as Smart Working environments, where the focus is on collaboration rather than working at fixed desks. This has led to a 10% reduction in accommodation running costs.

According to Paul Savage, Smart Programme Manager at Islington,

“It’s been an interesting journey and we’ve learned a lot along the way. In an organisation like a Council, there is no one-size-fits-all solution. So, while building up an integrated framework for delivery, the roll-out of Smart Working in each service has to take account of the particular needs of that service, and where they are starting from.”

Paul feels that Smart Working is more relevant than ever in the current economic climate.

“After salaries, property and facilities are the biggest costs to councils. We need the people much more than we need desks, and the more we can cut our overheads, the better we can maintain our services.”

Management Scrutiny Committee

14th April 2011

Performance Report Quarter 3 (April – December 2010)

Report of the Chief Executive

1.0 Purpose of the report

The purpose of this report is to provide Management Scrutiny Committee with a performance update relating to the period April to December 2010. This quarter the report includes a summary of:

- Progress in relation to the LAA targets and other national indicators
- Results of the annual budget consultation

2.0 Background

- 2.1 Performance against the national indicators, particularly those identified as priorities identified in the LAA and associated improvement targets have been reported to Scrutiny Committee throughout 2010/11 as part of the quarterly performance monitoring arrangements. The LAA priorities have been a key consideration in terms of the extent to which the partnership is improving outcomes for local people. In October 2010 the Government announced that it was putting Local Authorities fully in control of Local Area Agreements, enabling Authorities and their partners to amend or drop any of the current LAA targets without needing ministerial agreement. Where it is chosen to keep the targets, Government will have no role in monitoring them. Local Authorities will not be required to prepare an LAA from April 2011, once the current regime expires. The Government also announced the replacement of the National Indicator set with a single, comprehensive list of all data that local government will be required to provide.
- 2.2 As a consequence the performance framework is being reviewed to reflect the requirements of the new governments self regulation and improvement agenda as part of the strategic planning process for 2011/12. The new framework will form the basis of performance reports to members from July 2011. This is the last performance report that will focus on the LAA and national indicators. **Appendix 1** provides an overview of the position for relevant national indicators and also any local performance indicators that have been retained to supplement areas in the performance framework that are not well covered by the national indicator set in terms of corporate services.
- 2.3 The annual budget consultation took place during October/November 2009. The consultation took the form of a survey followed by participatory workshops which were held across Sunderland with Community Spirit panel members and representatives from the voluntary and community sector. The findings helped to inform the Council Revenue Budget for 2011/2012 which was approved on 2 March 2011 at a meeting of the full Council. A summary of how resources will be directed to the top priorities identified can be found in **section 3.1**.

3.0 Findings

3.1 Consultation

The annual budget consultation took place during October / November 2010. It included a survey and workshops, both of which focused on nine areas of priority. These were identified by listening to the views of local people and taking into account other priorities, such as those identified by government or through inspections of council services.

Below is a summary of the findings from the survey and workshops and how the council is responding to priority areas.

For each of the nine areas of priority, the questionnaire asked whether:

- The priority has got better, worse or stayed the same in the last 12 months
- It should be a priority for 2011/12
- There is anything else we can do to address the priority area.

834 Community Spirit panel members took part which represents a response rate of 59%. An additional 32 residents completed the survey online bringing the total to 866.

3.1.1 Community Safety

Of those who expressed an opinion, the majority of respondents (66%) believe that community safety has stayed the same over the last 12 months. A further 19% think it has got better and 15% believe it is worse.

Virtually all respondents (94%) agree that community safety should be a priority for the year ahead and only 1% disagree.

Respondents were asked what, if anything else, can be done to make Sunderland's communities even safer and 517 gave responses. The most popular response is in relation to a greater police presence/more police on the beat (in general and in relation to specific areas) (220 respondents). A number of respondents (72) also gave comments about the need for action around the licensing and sale of alcohol. The related issue of underage drinking is also commonly mentioned (27 respondents) and related to this the need for more activities/facilities for young people (19 comments). Greater enforcement and punishment is also identified (50 respondents). There are however some positive comments around keeping up the good work (26 respondents).

Similar themes emerged at the workshops including the importance of police presence and the need for more action around the licensing and sale of alcohol and issues around young people drinking.

Below is a summary of how we are addressing the priority areas and in particular the issues raised in the survey and workshops.

The council works with a number of partner organisations to tackle crime and the causes of crime and this has resulted in significant improvements in recent years. Sunderland's crime rate remains below the national average and has continued to fall. There were reductions in all of the main recorded crime types in the last year, including:

- the number of victims of recorded crime which has reduced by 2,689 victims (11.5%) in 2009/10
- the number of young people re-offending which has reduced by 26.7% in 2009/10
- recorded anti-social behaviour (ASB) with almost 6,064 fewer ASB incidents and 1,756 fewer youth related ASB incidents.

Below are details of how the council and its partners are addressing some of specific issues raised:

In terms of police presence, there are now 84 dedicated neighbourhood police officers based within Sunderland. That is more than there has ever been. Their aim is to respond to community concerns and reduce crime and disorder. The Chief Constable has made a commitment to maintain front line policing. Northumbria Police is working hard, through activities like planned patrol to ensure these officers are visible at the right times and in the right places to reassure of communities. To contact your Neighbourhood Policing Team telephone: 03456 043 043.

There is a range of activity underway and planned to help tackle issues around licensing, the sale of alcohol and underage drinking:

- Working with Her Majesty's Customs and Excise to target off licensed premises that are involved in the distribution of illicit alcohol which is often sold at very low prices.
- Working with Balance, the North East Region's alcohol office, to:
 - support the introduction of a minimum unit price for alcohol
 - raise awareness of the risks of excessive alcohol use, to both an individual and the community through joint campaigns
 - support parents in saying no to buying alcohol for their children.
- The continuation of Operation Barracuda to reduce irresponsible alcohol sales and to enforce licensing objectives. This involves visits to licensed premises predominantly within the city centre, Coalfields and Washington areas. The aim is to stamp down on crime and disorder and to identify where under 18s are consuming alcohol. Past activity has resulted in prosecutions and one premise was closed down.
- The Council's Community and Safer City Scrutiny Committee has been reviewing Alcohol, Violence and the Night Time Economy with a specific focus on the city centre. The review has considered a variety of evidence and also included three night time visits to the city centre. A report of the findings and recommendations to address the issues raised will go to the Scrutiny Committee in April.
- The XL youth village and mobile youth bus frequently host alcohol free cocktail bars, encouraging children and young people not to drink alcohol. They also promote alcohol awareness with children and their families.

- The 'Your Health' website (www.yourhealthsunderland.com) has recently been launched which provides information to young people and their parents on alcohol use, including not drinking and where to seek further information and support if a young person does drink alcohol
- The Police Reform and Social Responsibility Bill is currently working its way through Parliament; this includes a review of the Licensing Act (2003) and will give local areas more powers to challenge licensing applications or reviews. If agreed this Bill will allow areas to introduce an Early Morning Restriction Order which will enable them to reduce licensing hours in pubs, clubs and bars. There is also an opportunity to introduce a late night levy against licensed premises to meet the costs of policing the area and other related tasks, including removing broken glass, paying for Street Pastors, Taxi Marshall Services, etc. Once this Bill has been passed we will look to implement it in Sunderland.

In terms of anti-social behaviour, a new approach has been agreed to delivering services which will mean that they are tailored to the needs of local communities and focus on prevention and early intervention.

3.1.2 Refuse and recycling collection

Views towards the refuse and recycling collection are positive with 67% of respondents who expressed an opinion believing it has got better over the last year. A further 30% believe it has stayed the same and only 2% think it is worse. Respondents from East Sunderland are less likely to think it has got better (58%) and more likely to think it has stayed the same (39%).

Better	67%
Stayed the same	30%
Worse	2%

The majority of respondents (84%) agree that refuse collection should be a priority for the year ahead and only 2% disagree.

Respondents were asked what, if anything else, can be done to improve refuse collection and 485 gave responses. The most popular responses are positive comments about the service in general (102 respondents). A further 38 responses relate to satisfaction with the blue bin/recycling collection. There are however 61 comments about the need to increase/extend recycling.

Seventy responses are about changing the frequency of collections – this includes moving to fortnightly collections (30 respondents), maintaining or increasing existing collections (13 respondents) making blue bin collections weekly and green bins fortnightly (11 respondents) and having weekly blue bin collections (8 respondents).

The findings correspond with the workshop feedback. A number of groups were positive about refuse collection and the new blue bins for recycling and on the whole groups were positive about fortnightly bin collections, although there were some concerns about families being able to cope and possible fly-tipping. Other popular survey responses relate to:

- The need to clean up after bin collections - 34 respondents
- Preferences for different numbers or sizes of bins - 24 respondents

More encouragement to recycle for example through publicity, education, rewards etc - 22 respondents

Below is a summary of how we are addressing the priority areas and in particular the issues raised in the survey and workshops.

Refuse collection is the highest rated service the council provides in terms of customer satisfaction. The recycling and refuse collection management structure has been redesigned, resulting in a less costly structure. A new computer system is being used to organise collection routes better and to improve assisted collections, general efficiency and safety.

The roll out of blue bin recycling service started in the spring of 2010 and was completed before Christmas. The new service has proved extremely popular, with participation being much higher than with the previous black box. Public satisfaction with recycling services is rising as a result. We expect to collect around 5,000 tonnes more of material in 2010/11 compared to the previous year, an increase of 50%. It is expected that this will rise further in 2011/12 as the service will be in operation across the city for a full year.

In 2011/12 we plan to improve the recycling services for flats by providing containers for the same range of materials as the blue bin including cardboard

3.1.3 Roads and footways

Over half (53%) of respondents who expressed an opinion think that the condition of roads and footways has got worse over the last 12 months, this compares to 39% last year. A further 38% think they have stayed the same and 10% think they have got better. Respondents aged 18-44 are more positive than other age groups about roads and footpaths with 15% thinking they are better and 42% worse.

Better	10%
Stayed the same	38%
Worse	53%

The majority of respondents (83%) think that road and footpath maintenance should be a priority for the year ahead and only 3% disagree. Respondents aged 65-74 are more likely to agree (90%) than other age groups whereas those aged 18-44 are less likely to agree (72%) and more likely to respond 'neither'. Females are also slightly more like to agree than males (86% compared to 80%).

Five hundred and twenty-three respondents gave comments in relation to what else can be done to improve roads and footways. The most popular responses relate to the need for more or better repairs/maintenance - in general (57 respondents), of footpaths (79 respondents), of roads (59 respondents) and in relation to potholes (79 respondents). There are also a number of comments around the bad weather effects on roads and footpaths (63 respondents). Other popular comments relate to:

Preventing parking on pavements - 33 respondents
 Improving reporting/response mechanisms, including for example an email or telephone hotline - 31 respondents
 Problems caused by utility companies - 30 respondents
 The need for a better inspection programme - 27 respondents

Correspondingly, the condition of roads and footpaths was discussed by some groups at the workshops in terms of potholes in roads and trip hazards caused by uneven footpaths. Causes mentioned include the bad winter, parking and poor reinstatement by utility companies.

Significant investment has been made in recent years on roads and footpaths and conditions are good compared to other councils (as measured by central government). Severe winter conditions however continue to impact on the road conditions and in particular potholes and the consultation has confirmed residents concerns. The focus will therefore be on highways maintenance of these local problems rather than large scale resurfacing schemes.

3.1.4 Clean streets

Of those who expressed an opinion, the majority of respondents (65%) believe that the state of streets has stayed the same over the last 12 months. The remainder believe they have got cleaner (19%) and dirtier (16%). Those with a disability are more likely to think streets have got dirtier (23%) and less likely to think they have stayed the same (58%).

Cleaner	19%
Stayed the same	65%
Dirtier	16%

The majority of respondents (80%) agree that clean streets should be a priority for the year ahead and only 6% disagree. Those respondents aged 18-44 are less likely to agree than other age groups (65%) and more likely to respond 'neither' whereas those aged 55+ are more likely to agree (87%).

Respondents were asked what, if anything else, can be done to make Sunderland's streets cleaner and 628 gave responses. The most popular response is in relation to fines and enforcement activity (183 respondents). This is for issues such as dog fouling, littering and fly-tipping. A number of respondents feel that local people should take responsibility for their own environment (49 respondents) and 48 respondents believe that retailers such as takeaways should take more responsibility. Issues around enforcement, education and accountability of retailers were also raised at the workshops.

There are also a number of responses in relation to bins - the need for more litter bins (113 respondents) and dog waste bins (23 respondents) and to empty bins more regularly (24 respondents). Other popular comments include the need for more education (particularly of young people) and campaigns / publicity around the issues (82 respondents), the need for more street cleaning (60 respondents) and related to this the possibility of using the unemployed and offenders to clean up (25 respondents).

The council has introduced a new way of working to provide services such as street cleansing, grass cutting and environmental enforcement called 'Responsive Local Services'. This means that local teams will work with councillors, partners (such as Gento and Northumbria Police) and residents to identify and tackle local issues and priorities in each of the five areas of Sunderland.

The council has fifteen environmental enforcement officers working in Responsive Local Services proactively tackling issues like dog fouling, litter dropping and fly tipping. The council's approach to environmental enforcement is to educate and encourage but take formal action where it is appropriate.

We plan to carry out an environmental education campaign in 2011/12 raising awareness of environmental problems and the responsibilities that everyone has in keeping the city clean and green. This will highlight the responsibilities of individuals and businesses. We will also continue to issue fixed penalty notices for environmental offences including littering and dog fouling and pursue prosecutions when necessary. Since April 2010 we have issued 324 fixed penalty notices and made 116 successful court applications.

We will also explore the potential of working with partners such as the Youth Offending and Probation services to see how offenders might be able to support Responsive Local Services.

We will be reviewing arrangements for grass cutting, focusing activity on those areas which are most used, and improving the bio-diversity (number and variety of plants and animals) of some areas by cutting less frequently.

3.1.5 Facilities for young people

Forty-five percent of respondents who expressed an opinion think that facilities for young people have got better over the last 12 months with a similar proportion believing they have stayed the same (42%) and only 13% thinking they are worse. Respondents with a disability are less inclined to think they have got better (31%) and more inclined to believe they are worse (21%). Residents from the North are also less likely to think they have got better (34%). Whereas respondents aged 18-34 are more positive with 61% believing facilities have got better.

Better	45%
Stayed the same	42%
Worse	13%

The majority of respondents (78%) agree that facilities for young people should be a priority for the year ahead and only 5% disagree.

Respondents were asked what, if anything else, can be done to improve facilities for young people and 417 gave responses. The greatest number of responses relate to the need for more activities /facilities in general (75 respondents) with a further 32 responses specifically relating to youth clubs and 29 comments about more sports facilities. Other popular responses relate to:

- The need for more / better promotion of activities / facilities - 39 respondents
- Young people hanging around and anti-social behaviour - 25 respondents
- Positive comments around keeping up the good work - 23 respondents

All of these aspects were discussed at the workshops. The importance of training was also raised at the workshops and 12 survey responses relate to the need for job and training opportunities.

Facilities for young people is an important priority not only in terms of providing young people with things to do but in terms of community safety and community integration. We are improving the ways in which we deliver services to young people in areas where there is little or no provision through the mobile youth buses and XL village events. The council has invested £450,000 since 2009 in order to purchase and deliver 180 XL Youth Village events and 225 mobile bus sessions across the city each year. These have led to significant reductions in anti-social behaviour (a reduction of 34% was reported during the first year) and there is a significant reduction in police call outs at times when Village events and mobiles are in operation. The events have also attracted national positive interest and have been very well received by young people. Youth Village events and mobile bus sessions will continue to be delivered in 2011/12.

We have also employed the voluntary and community sector to deliver a minimum of 3 youth sessions in every ward across the city. This presents good value for money since they can attract funding from other sources and we are able to make the best use of existing resources such as buildings and staff without duplication. A full programme of positive activities is available at www.letsqosunderland.com Targeted at young people and their families, the website includes a wide range of information about what's on and where from youth clubs, events, sports facilities and so much more.

3.1.6 Affordable decent housing

Respondents' views are more divided over affordable decent housing – 49% of those who expressed an opinion believe it has stayed the same over the last 12 months but 27% believe it has got better and 24% think it is worse. Those with a disability are less likely to think it has got better (19%) and more likely to think it is worse (35%). Those age 65-74 are also less likely to think it has got better (19%) and more likely to think it has stayed the same (59%).

Better	27%
Stayed the same	49%
Worse	24%

The majority of respondents (77%) agree that affordable decent housing should be a priority for the year ahead and 5% disagree. Those with a disability are more likely to think affordable decent housing is a priority (85%) whereas respondents aged 18-44 are less likely to think so compared to other age groups (66%).

Respondents were asked what, if anything else can be done to improve the provision of affordable decent housing and 401 gave responses. The most popular response relates to the need for more houses to be built (76 respondents). This is followed by the need for more affordable housing (44 respondents) and related to this, affordable rents (19 respondents). These comments reflect discussions at the workshops.

A number of respondents point to the need to refurbish/modernise existing properties such as run down, boarded up and empty housing (37 respondents). Related to this, respondents express dissatisfaction with demolished housing (30 respondents), an issue also discussed at the workshops. Twenty-two respondents raise issues around private landlords including substandard accommodation and high rents.

The council has developed a Housing Priorities plan in partnership with the Homes and Communities Agency (HCA) which was agreed by Cabinet in November 2010. The plan outlines how we are going to provide much needed new homes, support the refurbishment of existing houses and promote sustainable living across the city. More information about the plan can be found at <http://www.sunderland.gov.uk/index.aspx?articleid=1926>

Some of the key actions to achieve this and also address issues raised in the survey and workshops include:

- The development of 388 affordable homes on appropriate sites across the city.
- The continued development and implementation of council mortgages to allow individuals who cannot otherwise secure a commercial mortgage to progress onto the property ladder. This will continue to be developed in 2011/2012.
- Continued work with Housing Associations to discuss and agree with them their priorities for investment in Sunderland; linked with the Affordable Homes Programme 2011-2015.
- Working in partnership with Gentoo and Centrepont, the development of an immediate access supported housing project in Monkwearmouth for 18 vulnerable young people.
- During 2011 the Housing Service will develop a new way of working so that housing services (including how the council and its partners will tackle anti-social behaviour) can be tailored to local needs.
- Continued development, support and implementation of shared equity schemes by residents buying a percentage of the full market value of a property, usually 50% or 75% with the aim being to make desirable homes more affordable.
- Working with private sector developers to utilise sites which they own but have not yet developed.
- Investing in the current housing stock – especially for vulnerable people through the implementation of the Financial Assistance Policy. This includes providing home improvement loans to residents so that they are able to repair, adapt or modify their home to suit their needs.
- Continuing to bring properties which have been empty for more than 6 months back into use. In 2010/11, 350 properties will have been brought back into use

3.1.7 Enabling people with a disability, illness or health condition to live independently through access to services and facilities

Fifty-nine percent of respondents who expressed an opinion think that services and facilities to support people to live independently have stayed the same over the last 12 months. Thirty-one percent believe they have got better and only 10% think they are worse. Respondents from Washington are less inclined to think services have got better (18%) and more likely to think they have stayed the same (73%).

Better	31%
Stayed the same	59%
Worse	10%

The majority of respondents (76%) agree that services and facilities to support people to live independently should be a priority for the year ahead and only 3% disagree. Respondents with a disability are more inclined to agree (88%) as are

those aged 55-74 (84%) compared to other age groups. Whereas 18-34 year olds and 45-54 year olds are less likely to agree (59% and 65% respectively) and more likely to respond 'neither' or 'don't know'.

Three-hundred respondents gave comments in relation to what else can be done to improve these services. The most popular response relates to the need for more carers/support workers (35 respondents); indeed coping with increased demand was raised at the workshops. There are also a number of positive comments about the service (28 respondents), some of which draw on direct experiences. The need for more information / promotion of services available is a popular theme in the survey (25 respondents) and an issue raised at the workshops.

The importance of helping people to live independently in their own homes is also relatively popular (18 respondents) and again was something participants felt to be important at the workshops.

In October 2008, the council launched Sunderland's 15 Year Plan for Adult Social Care. One of main aims is for every person to have the support to live independently in their own home or community, if that is what they want.

Progress to date includes:

- An additional Extra Care scheme comprising of 48 apartments has opened at Bramble Hollow, Hetton during 2010/11. Extra care schemes help people to live in their own homes independently with access to tailored care and support and a range of services on site such as space for social events, restaurant facilities etc. These purpose built schemes are developed in partnership with housing providers. A further scheme (Cherrytree Gardens) is due to open later in 2011 bringing the total number of schemes across Sunderland up to four. More information on all our schemes can be found at www.sunderland.gov.uk/extracare
- More and more people are taking advantage of Direct Payments and personal budgets to increase the flexibility of the care they receive and design their own support plans.
- We are investing in additional services for Reablement at Home. These services support people to regain skills and improve their health in order to reduce their long term dependence on social care services
- Later in the Spring of 2011 we will be launching a publicity campaign to raise awareness about Personalisation of services and Reablement. The campaign will be in everyday language with real life examples of local people being in control of the services they need.

A review of how services are currently provided has enabled significant savings to be identified which will be used to invest in the following services which help to prevent more costly forms of support and admissions to residential and nursing care and/or promote independence:

- **Home care services** - Preventative services such as home care to support more people to live at home for longer should they choose to.
- **Extra care housing** – Facilities such as Cherrytree Gardens.
- **New accommodation solutions for clients with learning disabilities** - The provision of community living schemes and care support teams within these

facilities which assists in meeting increasing demand for these services as people with significant disabilities are living longer.

- **New accommodation solutions for clients with mental health needs** - The provision of residential and nursing care facilities and other accommodation solutions to help meet an increasing demand for the service.
- **Home Improvement Agency services** - This includes Disabled Facility Grants to assist home owners to achieve Decent Homes Standards, providing minor alterations and the Handyperson service.

3.1.8 Community Integration (getting along with each other)

The majority of respondents who expressed an opinion (72%) think that community integration has stayed the same over the last 12 months. A further 16% believe it has got better and 13% think it has got worse.

Better	16%
Stayed the same	72%
Worse	13%

Fifty-nine percent of respondents agree that community integration should be a priority for the year ahead while 12% disagree. Respondents aged 18-34 years are less likely to agree with this priority (44%) and more likely to disagree (21%) and those with a disability are more inclined to agree (72%).

Respondents were asked what, if anything else can be done to improve community integration and 411 gave responses. The most popular response relates to the need for more information and publicity about initiatives/services (52 respondents). As with 'community safety' and 'young people', more activities/facilities for young people is also popular (31 respondents). Other popular responses include:

- The need for equal treatment across all groups/areas - 28 respondents
- The need for more community initiatives/events - 27 respondents
- Policing/police involvement - 26 respondents
- Positive comments about integration - 26 respondents
- Tackling anti-social behaviour - 20 respondents

In terms of the workshops a number of groups mentioned the importance of intergenerational work to improve respect in the community. Facilities for young people was again highlighted as well as the need for education and discipline in schools, which was also mentioned by a small number of people in the survey.

3.2 Performance

The following sections contain an overview of performance.

3.2.1 LAA theme - Prosperous and Learning City

NI Ref	Performance Indicator	Dec 2009 Position	Latest update Dec 2010	Trend	Target 2010/11	On target
NI 72	At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	53.40%	58%	▲	49.50	✓
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	70%	71%	▲	75	✗
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	45.10%	52%	▲	53	✗
NI 92	Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	37.1%	32.9%	▲	36.7	✓
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	83.5%	85%	▲	88	✗
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	82.4%	82%	▼	82	✓
NI 99	Children in care reaching level 4 in English at Key Stage 2	42.1%	64%	▲	45	✓
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	47.4%	64%	▲	45	✓
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	10%	6%	▼	26	✗
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	9.7	8.5	▲	8.8	✗
NI 152	Working age people on out of work benefits	19.5%	18.1%	▲	19%	✓
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	32.40%	31.0%	▲	31.2%	✓
NI 171	VAT registration rate (per 10,000 pop)	31.3	Not available		37.5	

The attainment indicators for Early Years Foundation Stage Profile, Key Stage 2, 4 and 5 are annual indicators and unchanged from those reported at Quarter 2. Achievement of 19 year olds at level 2 and 3 will be available from DfE in Quarter 4.

The percentage of 16 – 18 year olds Not in Education, Employment or Training (NEET) has significantly improved this year. The official reporting period and target represents November to January average, which is 8.4% for 2010/11, improving from 9.5% in 2009/10 and 13.2% in 2008/09. A positive impact has been through learning providers bringing forward their January recruitment to December so that young people could still apply for EMA and receive until June 2011. Connexions NEET plan between September and February has involved a full review of all NEET clients to ensure they are given the most appropriate support. The records of all those who have been NEET for more than 9 months are formally reviewed to ensure all actions are being taken to move the young person on, and all joiners to the NEET group are reviewed to ensure that NEET is the most appropriate destination.

3.2.2 LAA theme – Healthy City

NI Ref	Performance Indicator	Dec 2009 Position	Latest update Dec 2010	Trend	Target 2010/11	On target
NI 39	Alcohol-harm related hospital admission rates	2591	Annual collection	n/a	2248	n/a
NI 63	Stability of placements of looked after children: length of placement	67.10%	64.89%	▼	75%	×
NI 123	16+ current smoking rate prevalence	798	774.36	▼	1490	×
NI 130	Social care clients receiving Self Directed support	6.73%	16.61%	▲	30%	×
NI 136	People supported to live independently through social services (all ages)	2865.20	3007.18	▲	3507	×

One of the mechanisms by which customers can be supported to make choices about their lives is via “self-direction”, i.e. to tailor their care needs to their own requirements through the provision of a Personal Plan and Budget, the latter representing the statement of resources – direct finance (as a Direct Payment to help people purchase their own care) or its equivalent in services - the Council will provide to help meet these needs. There has been an improvement in the percentage of people receiving Personal Budgets from 6.7% to 16.6% of all customers with ongoing plans in the 12 month periods ending Dec-09 and Dec-10 (NI 130). As the above figures suggest, progress on this national indicator has accelerated following the implementation of the revised care management and assessment model, and continued to do so in the final quarter of the financial year – to the extent that the target of 30% of all customers for 2010/11 – is likely to be achieved.

Another improvement in the care management model was accelerated access of customers with low-level needs to small items of equipment only, at the same time as using social workers more effectively. Furthermore, social workers had to review some of these cases in which the equipment needed to be maintained (e.g. bath-lifts), despite the fact that the review was often a technical one of the equipment in nature. The re-designed model means such cases are reviewed by technical staff in the Council’s Care & Support division, freeing up social workers time to focus on the cases of customers with more complex needs. The downside to this is that cases of people receiving small items of previously maintained equipment are no longer classed as having “ongoing care plans” and no longer included in the figures for the number of people supported to live independently (NI 136). Whilst increasing the number of people helped with daily living is recognised as an improvement area, it should be noted the above discussion is an administrative change of classification rather than deterioration in performance against the indicator.

For those children aged under-16 in long-term placements, 64.89% (85) continue to retain a stable long-term placement, which is deterioration on the previous month and therefore remains under the 75% target. This reflects the high demand for placements and under-capacity within the system - the Foster Carer Recruitment Strategy is being developed to counteract the impact on this indicator. In Sunderland, a decision to move a child is taken on a case-by-case basis, and is made in line with the child's best interests (i.e. to bring siblings together) - such

positive moves however do have a negative impact on this particular indicator, making it one of the most challenging indicators in the set.

3.2.3 LAA theme – developing high quality places to live

NI Ref	Performance Indicator	Dec 2009 Position	Latest Update Dec 2010	Trend	Target 2010/11	On target
NI 195	Improved street and environmental cleanliness					
	a) litter	2	5	▼	8	✓
	b) detritus	4	14	▼	6	✗
	c) graffiti	1	2	▼	3	✓
	d) fly posting	0	0	↔	1	✓
NI 192	Household waste Recycled and composted	29.08%	32.25%	▲	32%	✓
NI 20	Assault with injury crime rate (per 1000 population)	5.62	5.03	▲	6.50	✓
NI 30	Reoffending rate of prolific and priority offenders (reduction in convictions)	-36	n/a	▲	-17	✓
NI 32	Repeat incidents of domestic violence	30.57%	21.95%	▲	30%	✓

The percentage of household waste arising which have been sent for reuse, recycling, compost or anaerobic digestion has improved when compared to the same period the previous year. From 29.08% to 32.25%, based on current performance the target of 32% will be achieved. The improvement in the recycling rate impacted on the amount of waste that was sent to landfill which also improved when compared to the same period the previous year. From 69.68% to 67.50% against a target of 68%.

The percentage of relevant land and highways that is assessed as having deposits of litter, deposits of detritus and levels of graffiti that fall below an acceptable level have all declined when compared to the same period the previous year. For deposits of litter performance declined from 2% in November 2009 to 5% in November 2010. However, despite the decline in performance it is still likely that the target of 8% will be achieved. Deposits of detritus declined from 4% in November 2009 to 14% in November 2010, based on current performance it is not anticipated that the target of 6% will be achieved. Increased levels of detritus recorded during the last survey relate directly to the amount of grit and salt spread during winter weather maintenance operations. We expect the final survey due in March to show a return to expected levels. Levels of graffiti that fall below an acceptable level slightly declined from 1% in November 2009 to 2% in November 2010, based on current performance it is likely that the target of 3% will be achieved.

The number of actual bodily harm (assault with injury) crimes per 1,000 population also improved when compared to the same period the previous year. The rate was 5.62 per 1,000 population at the end of December 2009 this improved to 5.03 per 1,000 population at the end of December 2010. Based on current performance it is anticipated that the target of 6.50 per 1,000 population will be achieved.

4.0 Recommendation

- 4.1 That the committee considers the continued good progress made by the council and the Sunderland Partnership and those areas requiring further development to ensure that performance is actively managed.

Appendix 1 Report Key

This is the level of performance at 31st March 2009. A question mark means that information is not available

This is the level of performance at 31st March 2010. A question mark means that information is not available

The target is what we want to achieve. A question mark means that a target has not been set

	2008/09 Outturn	2009/10 Outturn	Are we improving?	Target	Have we achieved the target?	Commentary
The total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 Financial Year.	13,196,050.00	22,900,000.00	✓	21,171,...	★	

The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit

6.50 6.56 10.00

• Increase in caseload by over 2000 since 2008/2009 has impacted on year on year improvement, performance and additional have been employed to mitigate the situation; monitoring of performance continues. Staff aware of current performance and of the target and are motivated to achieve it.

This is a comparison of the 2008/09 outturn against the 2009/10 outturn. The symbols mean

- performance has improved ✓
- performance is stable →
- performance has declined ✗
- Information is not available ?

This traffic light is a comparison of performance at 31st March 2010 against the target

- The target has been achieved ★
- Performance is within 10% of the target ●
- The target has not been achieved ▲
- Not applicable due to no target being set !

Corporate Services - Performance Overview

Performance Indicator	Dec 2009 Position	Latest Position Dec 2010	Are we improving?	Target	Have we achieved the target?	Commentary
The number of changes to customers HB/CTB benefit entitlement processed per 1000 caseload (NI180)	1,560....	921.10		958.30		• Data reported in December relates to Nov 2010. A decision is yet to be made by DWP whether further updates will be available after November 2010.
The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit (NI181)	7.76	6.88		8.00		
The percentage of invoices for commercial goods and services which were paid by the authority within 30 days (BV008)	97.12 %	97.21 %		97.30 %		• Performance has improved since we reported 97.12% at the same point last year, due to ongoing rigorous monitoring.
Percentage of Council Tax collected (BV009)	81.17 %	81.47 %		97.30 %		• The high number of direct debit cancellations in December may indicate that performance may decline during the final quarter to March 2011.
The percentage of non-domestic rates that were collected by the authority (BV010)	83.17 %	86.32 %		98.20 %		• Small Business Rate Relief has had a positive impact on collection.
Level of Equality on a scale of 1 to 3 \n \n1= Developing \n2=Achieving \n3=Excellent	Achiev...	Achieving		Excellent		• Service is planning to self declare 'Excellent' in March 2011
The percentage of top 5% of earners that are women (BV011a)	40.88 %	47.12 %		45.05 %		
The percentage of top 5% of earners from black and minority ethnic communities (BV011b)	2.42 %	2.52 %		2.52 %		
% of the top paid 5% of staff who have a disability. (excluding those in maintained schools.) (BV011c)	2.10 %	1.39 %		1.79 %		• This indicator relies upon staff turnover and people declaring themselves as having a disability. Staff turnover has declined due to the economic climate and the internal jobs market has influenced a slow change in the council demographics. As part of the next employee survey, staff will be encouraged to declare any disability they may have that they are currently do not declare.
The number of working days/shifts lost due to sickness absence (BV012)	8.55	7.50		10.20		
The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition (BV016a)	2.19 %	1.99 %	n/a	2.12 %		• The indicator relies upon staff turnover and people declaring themselves as having a disability. Staff turnover has declined due to the economic climate. As part of the next employee survey staff will be encouraged to declare any disability they may have that they are currently not declaring.
The percentage of local authority employees from minority ethnic communities (BV017a)	1.23 %	1.24 %	n/a	1.30 %		• This indicator relies upon staff turnover and people declaring themselves as being from an ethnic minority. Staff turnover has declined due to the economic climate and the internal jobs market has influenced a slow change in the council demographics. As part of the next employee survey, staff will be encouraged to declare their ethnicity if they previously have not done so.
Number of fraud investigators employed per 1000 caseload (BV076b)	0.24	0.20		0.24		• Staffing levels have reduced due to a temporary post ending and one of our managers being seconded to another post outside the section. Two part time investigators are currently looking after management duties on a job share basis.
The number of fraud investigations per 1000 caseload (BV076c)	25.24	19.48		32.50		

Performance Indicator	Dec 2009 Position	Latest Position Dec 2010	Are we improving?	Target	Have we achieved the target?	Commentary
The number of prosecutions and sanctions made per 1000 caseload (BV076d)	3.64	2.81		4.43		
The average number of days taken for processing new housing benefit claims (BV078a)	18.01	17.99		19.50		
Average number of days taken to process notifications of changes of circumstance to housing benefit claims (BV078b)	6.42	5.95		6.50		
The percentage of cases for which the calculation of the amount of housing benefit due was correct (BV079a)	99.73 %	100.00 %		99.80 %		
The percentage of housing benefit overpayments recovered as a % of HB deemed recoverable overpayments (BV079bi)	83.61 %	79.08 %		80.00 %		<ul style="list-style-type: none"> Legislation in relation to the Local Housing Allowance has influenced a higher proportion of benefit being paid directly to the tenant rather than the landlord, making it more difficult to recover overpayment. Overpayment can only be recovered directly from Gentoo when the amount is below £2,481.11 per client. <p>We have recovered an additional 9% of outstanding money back from tenants and landlords compared to the same period last year, although the overall amount of overpayment has also increased by 15%.</p> <p>We continue to reduce the time it takes to process change of circumstances in order to help reduce overpayments.</p>
The percentage of overpayments of housing benefits recovered as a % of the total amount of overpayment debt outstanding at the start of the period plus amount of overpayments identified during the period (BV079bii)	36.86 %	33.31 %		41.00 %		
The percentage of housing benefit overpayments written off (BV079biii)	3.74 %	2.28 %		6.00 %		

MANAGEMENT SCRUTINY COMMITTEE

DRAFT ANNUAL REPORT 2010/11

REPORT OF THE CHIEF EXECUTIVE

14 APRIL 2011

1. Purpose of the Report

- 1.1 To provide the Management Scrutiny Committee with the opportunity to consider the Draft Scrutiny Annual Report for 2010/11.

2. Background Information

- 2.1 As outlined in the Authority's Constitution, it is a requirement of the Overview and Scrutiny Function to produce an Annual Report, detailing the work of the Scrutiny Committees that has been undertaken during the last 12 months together with suggested developments etc for the forthcoming year.
- 2.2 This is the second year that a combined Scrutiny Annual Report has been produced, as part of the on-going development of the City Council's Scrutiny arrangements.
- 2.3 The pages relevant to the work of individual scrutiny committees have been circulated for comment during the March cycle of meetings, and these pages have been amended to reflect any comments from scrutiny members. A copy of the Draft Annual Report will be circulated during this meeting.
- 2.4 Following the views of this Committee in relation to its content, the Annual Report will be presented to the first meeting of Council in the new Municipal Year and will also be despatched to key stakeholders and public buildings for information.

3. Recommendations

- 3.1 It is recommended that the Management Scrutiny Committee:-
 - (a) Notes the content of this report;
 - (a) Considers the content of the Draft Scrutiny Annual Report for 2010/11, to be circulated at this meeting; and
 - (b) Notes that the Scrutiny Annual Report for 2010/11 will be presented to the first meeting of Council in the Municipal Year 2011/12 and despatched to key stakeholders and public places for information.

4. Background Papers

- 4.1 There were no background papers used in the preparation of this report.

Contact Officer : Nigel Cummings, Scrutiny Officer
0191 561 1006
Nigel.cummings@sunderland.gov.uk

MANAGEMENT SCRUTINY COMMITTEE

FORWARD PLAN – KEY DECISIONS FOR THE PERIOD 1 APRIL 2011 – 31 JULY 2011

REPORT OF THE CHIEF EXECUTIVE

14 APRIL 2011

1. Purpose of the Report

- 1.1 To provide Members with an opportunity to consider those items on the Executive's Forward Plan for the period 1 April 2011 – 31 July 2011 which relate to the Management Scrutiny Committee.

2. Background Information

- 2.1 Holding the Executive to account is one of the main functions of Scrutiny. One of the ways that this can be achieved is by considering the forthcoming decisions of the Executive (as outlined in the Forward Plan) and deciding whether Scrutiny can add value in advance of the decision being made. This does not negate Non-Executive Members ability to call-in a decision after it has been made.
- 2.3 To this end, it has been agreed that the most recent version of the Executive's Forward Plan should be included on the agenda of this Committee. The Forward Plan for the period 1 April 2011 – 31 July 2011 is attached at **Appendix 1**.

3. Current Position

- 3.1 In considering the Forward Plan, Members are asked to consider only those issues which are under the remit of the Management Scrutiny Committee. These are as follows:-

Corporate Improvement Plan; Sunderland Strategy; Partnerships (including relations with external bodies); enhancing the role and reputation of Sunderland regionally, nationally and internationally; co-ordination and development of the Scrutiny Function; Asset Management, Property Services and Building Maintenance; Area Frameworks; Corporate Communications; External Assessments; Public Protection and Trading Standards; Governance; Emergency Planning (to refer to appropriate Scrutiny Committee); Budget, financial resources and value for money; and to review any matter not falling within the remit of the other Scrutiny Committees.

- 3.3 In the event of Members having any queries that cannot be dealt with directly in the meeting, a response will be sought from the relevant Directorate.

4. Recommendations

- 4.1 To consider the Executive's Forward Plan for the period 1 April 2011 – 31 July 2011.

5. Background Papers

There were no background papers used in the preparation of this report.

Contact Officer : Sarah Abernethy, Acting Assistant Scrutiny Officer
0191 561 1230
Sarah.Abernethy@sunderland.gov.uk

**Forward Plan -
Key Decisions for
the period
01/Apr/2011 to
31/Jul/2011**



**E Waugh,
Head of Law and Governance,
Commercial and Corporate Services,
Sunderland City Council.**

14 March 2011

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01495	To approve the Highways Programme for 2011/12	Executive Director City Services	01/Apr/2011	Member with Portfolio for Attractive and Inclusive City	Meetings	To contact officer by 21 March 2011 - Environment and Attractive City	Report; Work Programme	Graham Carr	5611298
01400	To agree the Access to Housing Project - Allocations Policy	Cabinet	06/Apr/2011	Cabinet, Service Users and Carer Groups, Portfolio Holder, Adult Services Staff and Partners	Briefings and/or meetings with interested parties	Via the Contact Officer by 21 March - Sustainable Communities Scrutiny Committee	Report	Alan Caddick	5662690
01494	To agree an invitation to tender for the erection of a wind turbine (subject to planning approval) at St Robert of Newminster School.	Cabinet	06/Apr/2011	School Children Services, Corporate Procurement, Land and Property	Circulation of draft cabinet paper and meetings with relevant stakeholders. Consultation on-going through the planning process.	To contact officer by 21 March - Sustainable Communities Scrutiny Committee	Cabinet Report	Kathryn Warrington	5611535

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01487	To approve and adopt the Internal Waste Plan	Cabinet	06/Apr/2011	All Council Directorates	Circulation of draft cabinet paper and the draft Internal Waste Plan document.	To the contact officer by 21 March - Sustainable Communities Scrutiny Committee.	Internal Waste Plan and accompanying Cabinet Report	David Henry	5612434
01453	To adopt the Community Assets Policy for Sunderland City Council	Cabinet	06/Apr/2011	Corporate Capital Strategy Group; Head of Land and Property; Voluntary and Community Sector; Portfolio Holder for Responsive Services & Customer Care; Elected Members	Draft Community Assets Strategy via Consultation Database; e-Newsletters; Report; Focus Groups; Area Networks	Via the Contact Officer by 21 March - Management Scrutiny Committee	Report and Strategy	Julie Gray	5617574
01497	To agree the disposal of land at Newbottle Street, Houghton and to amend the land disposal policy.	Cabinet	06/Apr/2011	DFR and HLG	Email and report	To contact officer by 21st March - Management Scrutiny.	Cabinet report	Nick Wood	5612631

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01479	To approve the Appointment of Frank Haslam Milan and Three Rivers Housing Association as development partners to develop a Core & Cluster scheme on Council owned land at Redcar Road, Sunderland	Cabinet	06/Apr/2011	Cabinet, Service Users and Ward Members, Portfolio Holders	Briefings and/ or meetings with interested parties.	Via the contact officer by 21 March - Sustainable Communities Scrutiny Committee	Report	Alan Caddick	5612690
01484	To approve the Local Development Framework Core Strategy revised preferred option for public consultation.	Cabinet	06/Apr/2011	Head of Law and Governance, Acting Director of Financial Services	Circulation of draft cabinet paper	To the contact officer by 21 March - Environment and Attractive City Scrutiny Committee	Core Strategy revised Preferred Option	Neil Cole	5611574
01499	To approve procurement of an enabling customer services technology platform.	Cabinet	06/Apr/2011	EMT; Portfolio Holder for Responsive Services and Customer Care	Report; Briefings	In writing to contact officer by 21 March - Management Scrutiny	Report	Liz St Louis	5614902

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01507	To agree to recommendations of the Management Scrutiny Committee following a review of Smarter Working in Sunderland.	Cabinet	22/Jun/2011	Smarter Working Manager	Evidence at Scrutiny Committee, Interviews, Focus Groups	Via the Contact Officer by 20 May 2011 - Management Scrutiny Committee	Policy Review Final Report	Nigel Cummings	5611006
01503	To agree the recommendations of the Children, Young People and Learning Scrutiny Committee following a review of work based learning and apprenticeships in Sunderland.	Cabinet	22/Jun/2011	Children's Services Staff, External Training Providers, Employees, Young People	Evidence at Scrutiny Committees, Interviews, Expert Jury Event, Big Brother Diary Room	Via the Contact Officer by 20 May 2011 - Children, Young People and Learning Scrutiny Committee.	Policy Review final report	Nigel Cummings	5611006
01504	To agree the recommendations of the Environment and Attractive City Scrutiny Committee following a review of Sunderland 'the Place'	Cabinet	22/Jun/2011	Office of the Chief Executive and City Services Staff, External Partners, Residents and Students	Evidence of Scrutiny Committee, Community Spirit Workshops/Survey, Partner Organisation Visits, Student Ambassador, Elected Member Focus Group	To agree the recommendations of the Environment and Attractive City Scrutiny Committee following a review of Sunderland 'the Place'.	Policy Review Final Report	Helen Lancaster	5611233

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01500	To agree the recommendations of the Sustainable Communities Scrutiny Committee following a review into the role of Culture in Supporting Sustainable Communities.	Cabinet	22/Jun/2011	Service Providers/Community Sector/Archives and Museums Service	Evidence of Scrutiny Meetings/Committee Visits	Via the Contact Officer by 20 May 2011 - Sustainable Communities Scrutiny Committee	Scrutiny Committee Minutes	Jim Diamond	5611396
01506	To agree to the recommendations of the Health and Wellbeing Scrutiny Committee following a review of the Health Needs Ex-Service Personnel	Cabinet	22/Jun/2011	MoD, HM Armed Forces, NHS North East, Regional Commissioning Units, Primary Care Trusts, Foundation Trusts, Local Authorities	Evidence at Regional Events	Via the Contact Officer by 20 May 2011 - Health and Wellbeing Scrutiny Committee	Scrutiny Committee Minutes	Karen Brown	5611004
01490	To consider any key decisions arising from the Revenue Budget Outturn 2010/2011 and First Quarterly Review of the Revenue Budget 2011/2012	Cabinet	22/Jun/2011	Directors and third parties affected by the proposals	Report available and e-mailed to Directors	Via Contact Officer by 26 May 2011 Management Scrutiny Committee	None	Sonia Tognarelli	5611851

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01496	To recommend Council to adopt the Food Law Enforcement Service Plan for 2011/12 in respect of Environmental Health and Trading Standards	Cabinet	22/Jun/2011	Member with Portfolio for Safer City	Briefing Sessions	To contact officer by 26 May - Community and Safer City Scrutiny Committee	Report and Plan	Norma Johnston	5611973
01505	To agree the recommendations of the Health and Wellbeing Scrutiny Committee following a review of Food in Hospitals.	Cabinet	22/Jun/2011	Service Users, City Hospitals Sunderland, Age UK and Links	Evidence at Scrutiny Meetings	Via the Contact Officer by 20 May 2011 - Health and Wellbeing Scrutiny Committee	Scrutiny Committee Minutes	Karen Brown	5611004
01489	To consider any key decisions arising from the Capital Programme and Treasury Management Outturn 2010/2011 and First Quarterly Review of the Capital Programme 2011/2012	Cabinet	22/Jun/2011	Directors and third parties affected by the proposals	Report available and e-mailed to Directors	Via Contact Officer by 26 May 2011 - Management Scrutiny Committee	None	Sonia Tognarelli	5611851

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01501	To agree the recommendations of the Prosperity and Economic Development Scrutiny Committee following a review into the development of the Low Carbon Economy in Sunderland.	Cabinet	22/Jun/2011	Service Providers, Chamber of Commerce, Local Software firms, Local Universities and Colleges, Managing Director of Port of Sunderland, Narec	Evidence at Scrutiny Meetings, Committee Visits.	Via the Contact Officer by 20 May 2011 - Prosperity and Economic Development Scrutiny Committee.	Scrutiny Committee Minutes	Jim Diamond	5611396
01412	To approve the procurement of specialist vehicles to be used in the waste and cleaning service.	Cabinet	22/Jun/2011	Procurement; Appropriate Chief Officers; Portfolio holder for Attractive and Inclusive City	Report; Briefings	Via Contact Officer by 20 May - Environment and Attractive City	Report	Les Clark	5614540
01438	To agree the Social Care Contributions Policy for Personalisation	Cabinet	22/Jun/2011	Cabinet, Service Users and Ward Members, Portfolio Holders	Briefings and/or meetings with interested parties	via the Contact Officer by 20 May - Health and Wellbeing Scrutiny Committee	Report	Neil Revely	5661880

Forward Plan: Key Decisions from - 01/Apr/2011 to 31/Jul/2011

No.	Description of Decision	Decision Taker	Anticipated Date of Decision	Principal Consultees	Means of Consultation	When and how to make representations and appropriate Scrutiny Committee	Documents to be considered	Contact Officer	Tel No
01403	To consider the outcome of Public Consultation (March - June 2010) in relation to the Accessible Bus Network Design Project	Cabinet	22/Jun/2011	Portfolio Holder for Attractive and Inclusive City; Nexus; Appropriate Chief Officers	Briefings; Meetings; e-mails	Via the contact officer by 20 May - Environmental and Attractive City Scrutiny Committee	Cabinet Report	Bob Donaldson	5611517
01502	To agree the recommendations of the Community and Safer City Scrutiny Committee following a review of Alcohol, Violence and the Night Time Economy.	Cabinet	22/Jun/2011	Partners, Licensees, Voluntary Organisations, MP and Balance	Evidence at Scrutiny Meetings, Evidence at Task and Finish Group, Questionnaire	Via the Contact Officer by 20 May 2011 - Community and Safer City Scrutiny Committee	Scrutiny Committee Minutes	Claire Harrison	5611232
01498	To consider consultation responses received and associated actions; approve the Seaburn Masterplan and Design Code as Supplementary Planning Document (SPD)	cabinet	20/Jul/2011	Head of Law and Governance, Acting Deputy Director of Financial Resources	Circulation of draft Cabinet paper	To contact officer by 20 June - Environment and Attractive City Scrutiny Committee	Cabinet Report, Seaburn Masterplan and Design Code SPD with associated Sustainability Appraisal Appraisal Appropriate Assessment.	Ben Winter	5612549

MANAGEMENT SCRUTINY COMMITTEE

SCRUTINY COMMITTEES WORK PROGRAMMES FOR 2010-11

REPORT OF THE CHIEF EXECUTIVE

14 April 2011

Strategic Priority: ALL

Corporate Improvement Objective : ALL

1. Purpose of the Report

- 1.1 The report attaches, for Members' information, the variations to the Scrutiny Committees work programmes for 2010/11 and provides an opportunity to review the Committee's own work programme for 2010/11.

2. Background

- 2.1 The role of the Management Scrutiny Committee is two-fold, firstly it has a role in co-ordinating efficient business across the seven Scrutiny Committees and manage the overall Scrutiny Work Programme and secondly to consider the Council's corporate policies, performance and financial issues.
- 2.2 The aim of its co-ordinating role is to avoid duplication, make best use of resources and to provide a corporate overview of the Overview and Scrutiny Function. As such the remainder of this report outlines the current work programmes of the Scrutiny Committees.

3. Scrutiny Committees Work Programmes

- 3.1 **Appendix 1** sets out the changes this month to the Scrutiny Committee work programmes from those endorsed at the start of the municipal year. Each Scrutiny Committee receives its own work programme in full each month in order to review progress.

4. Management Scrutiny Committee's Work Programme

- 4.1 **Appendix 2** outlines this Committee's full work programme for the year, updated to reflect new additions and amendments requested by Committee as the year has progressed. Please note that as this is the final work programme for the current municipal year any suggestions for future items will be fed in to the work planning process for the new municipal year.
- 4.2 It should be noted that work programme items relating to the Health and Safety Annual Report and Service Planning Arrangements 2011/12 will be presented to the committee at its June meeting.

5. Recommendation

- 5.1 That the Committee notes the variations to the Scrutiny Committees Work Programmes for 2010-11 and to its own work programme.

6. Background Papers

Scrutiny Committee Agendas – April 2011 cycle of meetings.

Contact Officer: Nigel Cummings, Scrutiny Officer
(0191 561 1006)
Nigel.cummings@sunderland.gov.uk

	7 JUNE	8 JULY	16 SEPTEMBER	14 OCTOBER	11 NOVEMBER	9 DECEMBER	17 DECEMBER	13 JANUARY	10 FEBRUARY	14 MARCH	7 APRIL	
Cabinet Referrals and Responses		Article 4: Youth Justice Plan 2010/11 (JH/GK)		Response to the Managing 16-19 Transfer Policy Review			Evidence Gathering Meeting			Article 4: CYPP Update		
Policy Review	Proposals for policy reviews (NC)	Scope of review – ‘Learning at Work’ (NC)	Approach to the Review - ‘Learning at Work’ (NC)	Update on Policy Review – ‘Learning at Work’ (NC)	Policy Review – ‘Learning at Work’ – Apprenticeship Info	Policy Review – ‘Learning at Work’ Update			Policy Review – ‘Learning at Work’ Update	Policy Review – ‘Learning at Work’ Update	Policy Review – ‘Learning at Work’ Draft Report	Final Report
					Policy Review – Expert Jury Plan				Gentoo Apprentices Report			
Performance	NEET (JH)	Schools Performance (LB)	Provisional KS Results (MF/AB) Performance & Vfm Annual Report (SM)	Complaints Annual Report 10/11 (SM)		Schools Performance - Termly Report(LB) Performance Q2 April – Sept				Attainment of C&YP (LB) Outcomes of Annual Inspection of Children’s Services (ofsted)		Performance Framework Q3 Schools Performance (LB)
Scrutiny	Child Poverty Strategy (RS) IRT visits (MB) Work Programme 2010/11 (NC) Forward plan (NC)	Work Programme 2010/11 (NC) Forward plan (NC)	Excluded Pupils – full year data Unannounced Visits Washington School - Ofsted Work Programme 2010/11 (NC) Forward plan (NC)	Work Programme 2010/11 (NC) Forward plan (NC)	Child Poverty Strategy – Update (RS) Work Programme 2010/11 (NC) Forward plan (NC)	Education White Paper (MF) School Admissions (BS) Work Programme 2010/11 (NC) Forward plan (NC)		Library Plan (JH) Work Programme 2010/11 (NC) Forward plan (NC)	Corporate Parenting Annual Report (MB) Work Programme 2010/11 (NC) Forward plan (NC)	Youth Provision (SM) Scrutiny Annual Report (NC) Work Programme 2010/11 (NC) Forward plan (NC) Annual Report (NC)	Work Programme 2010/11 (NC) Forward plan (NC)	
CCFA/Member s items/Petitions												

COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE WORK PROGRAMME 2010-11

	JUNE 8.5.2010	JULY 6.7.10	SEPTEMBER 14.9.10	OCTOBER 12.10.10	NOVEMBER 9.11.10	DECEMBER 7.12.10	JANUARY 12.1.11	FEBRUARY 9.2.11	MARCH 9.3.11	APRIL 20.4.11
Cabinet Referrals and Responses			Anti-social Behaviour Feedback from Cabinet							
Policy Review	Proposals for policy review (Claire Harrison)	Scope of review – (CH) Tackling Serious Youth Violence (KH) Review of the Council's Licensing Policy Statement (TT)	Setting the Scene (LD/KH)	Neighbourhood Helpline update (LSL) Best Bar None and Pubwatch (LH) Policy Review update (CH)	Cardiff Model – A&E (KL) SSP Marketing (JS) Street Pastors (DB) Policy review update (CH)	Balance (SR) PCT interventions (NC)	Probation (KR) Victim Support (GT) DBOs (KH) Police Reform and Social Responsibility Bill (TT) Policy Review update (CH)	Northumbria Police (SM) Policy Review Update (CH)	Draft Policy Review Report (CH)	Final Report (CH)
Scrutiny			Performance and Value for money assessment			Performance Q2				Performance Q3
Scrutiny (Performance)	Request to attend conference (CH) Work Programme 2010/11 (SA) Forward Plan	Poverty of Place Visit (SB) Feedback from Conference Work Programme 2010/11 (SA) Forward Plan (SA)	Policing in the 21 st Century Consultation (SD) Feedback from Poverty of Place Visit (CH) Work Programme 2010/11 (SA) Forward Plan	Victims Champion Work Programme 2010/11 (SA) Forward Plan	Work Programme 2010/11 (SA) Forward Plan	Work Programme 2010/11 (SA) Forward Plan	Work Programme 2010/11 (SA) Forward Plan	Police Reform and Social Responsibility Bill update (SD) Work Programme 2010/11 (SA) Forward Plan	Violent Crime (KH) Out of hours schools (RB) Draft Annual Report (CH) Work Programme 2010/11 (SA) Forward Plan	ASB Consultation (SD) Work Programme 2010/11 (SA) Forward Plan
CCFA/Members items/Petitions										

REASON FOR INCLUSION	JUNE 17.6.10	JULY 12.7.10	SEPTEMBER 20.9.10	OCTOBER 18.10.10	NOVEMBER 15.11.10	DECEMBER 13.12.10	JANUARY 17.1.10	FEBRUARY 14.2.10	MARCH 14.3.10	APRIL 11.4.10
Cabinet- Referrals and Responses			Response to the 09/10 Policy Reviews – 20mph Zones and Allotment Provision							
Policy Review	Policy Review and Work Programme Report (HL)	Scoping Report (HL)	Setting the Scene (Chris Alexander/Jane Peverley) Legible City (Chris Alexander)	Tourism and Marketing in Sunderland Policy Review 09/10 (Clr M Mordey) Approach to the Review (CB)	Policy Review Progress Report (HL) Economic Masterplan (Vince Taylor)	Policy Review Progress Report (HL) Partnership Approach to Sunderland 'the Place' (Sam Palombella, Chair of the Attractive and Inclusive Thematic Partnership) Policy Review Costs (HL)	Policy Review Progress Report (HL) Reputation and Influencing Programme (Deborah Lewin) Evidence from the Media (Rob Lawson, Sunderland Echo) Written evidence from the BBC (HL)	Policy Review Progress Report (HL) World Cup Bid DVD (HL)	Portfolio Holder (Safer City and Culture) Policy Review: Draft Final Report (HL)	Policy Review: Final Report (HL)
Performance			Performance Q1 (Mike Lowe)			Performance Q2/ Policy Review Progress (Mike Lowe/HL)				Performance Q3/ (Mike Lowe)
Scrutiny	Household Alterations & Extensions Planning (Allan Jones) Strategic Housing Land Availability Assessment (Neil Cole) Request to attend - Centre for Public Scrutiny 8 th Annual Conference (HL) Forward Plan (SA)	Condition of Fawcett St (Keith Lowes) Planning Application Consultation Process (Keith Lowes) Highways Maintenance (Les Clark) Alterations No 2 - Strategic Planning Document (Article 4 Plan) (Neil Cole) Work Programme (SA)	Update on Bus Strategy (B Garner, Nexus) Streetlighting (CE Electric) Feedback from the Annual CfPS Scrutiny Conference (HL) Work Programme (SA) Forward Plan (SA)	Seaburn Masterplan (KL) Local Transport Plan 2011-2021 (KA) Poverty of Place Visit (SA) Work Programme (SA) Forward Plan (SA)	Flood Planning (Barry Frost) Ryhope Village Conservation Area Character Appraisal and Management Strategy (Mark Taylor) Work Programme (SA) Forward Plan (SA)	Work Programme (SA) Forward Plan (SA)	Local Development Framework – Annual Update (Neil Cole) Work Programme (SA) Forward Plan (SA)	Public Conveniences (Les Clark) Green Infrastructure Strategy (Keith Lowes) Work Programme (SA) Forward Plan (SA)	Draft Scrutiny Annual Report (HL) Work Programme (SA) Forward Plan (SA)	Street Lighting Annual Update (Graham Carr/Aurora) Waste Management (Peter High) Work Programme (SA) Forward Plan (SA)

HEALTH AND WELL-BEING SCRUTINY COMMITTEE WORK PROGRAMME 2010-11

	JUNE 09.06.10	JULY 07.07.10	SEPTEMBER 15.09.10	OCTOBER 13.10.10	NOVEMBER 10.11.10	DECEMBER 08.12.10	JANUARY 12.01.11	FEBRUARY 09.02.11	MARCH 09.03.11	APRIL 06.04.11
Cabinet Referrals & Responses	Article 4: Food Law Enforcement Service Plan. (NJ)	CQC Service Inspection of Safeguarding Adults & Choice & Control for Older People	CQC Service Inspection – Action Plan Response to 'Tackling Health Inequalities in Sunderland' Review			Response to Health Inequalities / Home Care & Dementia Reviews				
Policy Review	Proposals for policy reviews (KJB) Ex-Service Personnel Review (KJB) Regional Health Protocol (KJB)	Scope of review – Malnutrition in Hospitals (KJB)	Appointment of Coopted Member Ex-Service Personnel Review Progress (KJB)		Evidence Gathering – City Hospitals Sunderland		Hungry to be Heard – Age Uk (AP) Service User Engagement	Feedback Hospital Visit Case Studies other hospitals Ex-Service Personnel Review – Final Report	Service Users Consultation Review of Evidence	Final Report
Performance			Performance & VfM Annual Report (GK)			Performance Q2 (GK)				Performance Q3 (GK)
Scrutiny	Mid-Staffordshire NHS hospitals Foundation Trust – Francis Report (CH) Internal Service Development (CW) CfPS Conference attendance (KJB)	TeleCare Services (PF) Total Place (LC) Social Care for Adults with LD (JF)	CAMHS Review (PCT) NHS White Paper Consultation CfPS Annual Conference Feedback	Transforming Community Services NHS White Paper update Wearmouth View Improvements	Regional CFPS attendance	Pride Project (IH/TR) PNA Consultation Out of Hours Provision (JU)	Public Health White Paper Child Poverty (RS) Cancer Drugs Fund	Young People's Sexual Health Personalisation & Re-enablement (SL)	Draft Annual Report (KB) Autism Strategy (SL) Older People's In-patient services (TD/IH)	Commissioning Intentions (SOTW) Social Care for Adults with Learning Disabilities (SL)
CCfA/Members items/Petitions								Feedback CfPS Conference		

At every meeting: Forward Plan items within the remit of this committee / Work Programme update

PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE WORK PROGRAMME 2010-11

	JUNE	JULY	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
Cabinet referrals and responses			Progress on Policy Review - Working Neighbourhoods Fund (Cllr Charlton/A Patterson)	Progress on Policy Review – Tourism and Marketing (Jane Hall/Cllr D Wilson)						
Policy Review	Proposals for policy review (Scrutiny Officer)	Scope of review (Scrutiny Officer)	Approach to review (Scrutiny Officer/Janet Snaith) / Low Carbon Place – (Katheryn Warrington)	Progress on Review - Report of Working Group (Scrutiny Officer) Employers Survey (Janet Snaith)	Progress on Review (Scrutiny Officer) – Low Carbon Industry (Software) Update on Task and Finish Group (Claire Harrison)	Progress on Review (Scrutiny Officer) – Low Carbon Industry (Port) Port Offshore Wind (Matthew Hunt Port Director) Update on Task and Finish Group (Claire Harrison)	Progress on Review (Scrutiny Officer) – Low Carbon Industry (Vehicles) North East Chamber of Commerce (Andrew Sugden) Update on Task and Finish Group (Claire Harrison)	Progress on Review – University (Scrutiny Officer) Update on Task and Finish Group - Software City (Jim Diamond)	Progress on Review – Skills University/College (Scrutiny Officer) Nexus – Low Carbon Emissions (Helen Matthews) Update on work of Task and Finish Group (Claire Harrison)	Draft Final Report
Performance			Performance & VfM Assessment (Gillian Robinson)			Performance Framework Q2 including Progress on policy reviews (Gillian Robinson)				Performance Framework Q3 including progress on policy reviews (Gillian Robinson)
Scrutiny	Work Programme 2010/11 Forward Plan	Economic Masterplan (Vince Taylor) Work Programme 2010/11 Forward Plan Request for Conference (J Diamond) Centre for Public Scrutiny Annual Conference - Feedback	Work Programme 2010/11 Forward Plan	Seaburn Masterplan (Ben Winter) Work Programme 2010/11 Forward Plan Feedback from Conference – (Cllr Mordey)	Regional Update (Vince Taylor) Work Programme 2010/11 Forward Plan	Work Programme 2010/11 Forward Plan	Employment Strategy (Vince Taylor) Council Led Employment Service (Karen Alexander) Work Programme 2010/11 Forward Plan	Local Enterprise Partnership (Vince Taylor) Work Programme 2010/11 Forward Plan	Work Programme 2010/11 Forward Plan Draft Annual Report	Annual Report Work Programme 2010/11 Forward Plan Employers Survey – Feedback (Janet Snaith)

SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE WORK PROGRAMME 2010-11

	JUNE 15.06.10	JULY 13.07.10	SEPTEMBER 21.09.10	OCTOBER 19.10.10	NOVEMBER 16.11.10	DECEMBER 14.12.10	JANUARY 18.01.11	FEBRUARY 15.02.11	MARCH 15.03.11	APRIL 12.04.11
Policy Review			Progress on Policy Review - Access to Housing (Cllr Truman/Alan Caddick)	Progress on Policy Review – Local Studies (Cllr D Wilson/Jane Hall)						
Scrutiny	Proposals for policy review (Scrutiny Officer)	Scope of review (Scrutiny Officer)	Scope and approach to review (Scrutiny Officer)	Progress on Review (Scrutiny Officer/Jane Hall)	Policy Review – History and Heritage (Jane Hall)		Policy Review – Libraries and Museums Services (Jane Hall) Policy Review - Arts and Creative (Jane Hall)	Policy Review – Events and Tourism Sport, Wellness, Aquatics and Play Sunderland Swimming Pathway Cohesive Communities (Sal Buckler) Policy Review – Built Heritage (Mike Lowe) Enabling Independence Delivery Strategy (Alan Caddick)	Evidence Gathering – Living History North East Draft Policy Review report (Scrutiny Officer)	Final Report (Scrutiny Officer)
Scrutiny (Performance)			Performance & VfM Assessment (Gillian Robinson)			Performance Framework Q2 including Progress on policy reviews				Performance Framework Q3 including progress on policy reviews

<p>Ref Cabinet</p>	<p>Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Economic Masterplan (Janet Johnson) Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Empire Theatre Annual Report (Jane Hall) World Heritage Bid Update (Michael King) Extra Care Accommodation Management Guide (Alan Caddick) Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Play and Urban Games Strategy (Carol Lewis) Affordable Housing (Neil Cole) Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Weather and Climate Risk Management Strategy (Neil Cole) Housing and Neighbourhood Renewal Enforcement Policy – Update on Selective Licensing (Alan Caddick) Sunderland Housing Priorities Plan (Alan Caddick) Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Sunderland Volunteering Strategy (Julie Gray) Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Former Vaux site – Update (Colin Clark) Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Work Programme 2010/11 (Review Coord) Forward Plan</p>	<p>Financial Assistance Policy (Alan Caddick) Draft Annual Report (Scrutiny Officer) Work Programme 2010/11 (Review Coord) Forward Plan (Scrutiny Officer)</p>	<p>Access to Housing Project - Allocations (Alan Caddick) Core and Cluster Scheme – Redcar Road (Alan Caddick) Low Carbon Homes (Alan Caddick) Work Programme 2010/11 (Review Coord) Forward Plan</p>
<p>Committee business</p>			<p>Progress on Policy Review - Access to Housing (Cllr Truman/Alan Caddick)</p>	<p>Progress on Policy Review – Local Studies (Cllr D Wilson/Jane Hall)</p>						
<p>CCFA/ Members items/Petitions</p>	<p>Proposals for policy review (Scrutiny Officer)</p>	<p>Scope of review (Scrutiny Officer)</p>	<p>Scope and approach to review (Scrutiny Officer)</p>	<p>Progress on Review (Scrutiny Officer/Jane Hall)</p>	<p>Policy Review – History and Heritage (Jane Hall)</p>		<p>Policy Review – Libraries and Museums Services (Jane Hall) Policy Review - Arts and Creative (Jane Hall)</p>	<p>Policy Review – Events and Tourism Sport, Wellness, Aquatics and Play Sunderland Swimming Pathway Cohesive Communities (Sal Buckler) Policy Review – Built Heritage (Mike Lowe) Enabling Independence Delivery Strategy (Alan Caddick)</p>	<p>Evidence Gathering – Living History North East Draft Policy Review report (Scrutiny Officer)</p>	<p>Final Report (Scrutiny Officer)</p>

REASON FOR INCLUSION	JUNE 3.6.10	JUNE 23.6.10	JULY 15.7.10	SEPTEMBER 23.9.10	OCTOBER 21.10.10	NOVEMBER 18.11.10	DECEMBER 16.12.10	JANUARY 20.1.11	FEBRUARY 17.2.11	MARCH 17.3.11	APRIL 14.4.11
Cabinet Referrals and Responses	Council's Petition Scheme (BR)		Capital Programme Outturn 2009/10 & First Capital Programme Review 2010/11 (incl. Treasury Management) Revenue Budget Outturn for 2009/10 and First Revenue Budget Return 2010/11 (GB)	Proposal for Budget Consultation 2011/12 (GB) Constitutional Changes STW Management Waste P/Ship – PFI Update Budget Grant Reductions & Emergency Budget	Budget Variations 2 nd Q (GB) Budget Planning Framework (GB)		Budget Planning Framework Update – Spending Review 2010	Council Tax 2011/12 (ST) Provisional LG Finance Settlement 11/12 (ST) Revenue Budget Proposals 2011/12 (ST) Budget Variations 3 rd Q (ST)	Budget & Service Reports - RSG 10/11 - Council Tax - CIP		Annual Audit Letter
Policy Review			Scope of Review – Smarter Working (NC)	Setting the Scene/Approach to the Review		Update of Smarter Working Review (NC)	Update of Smarter Working Review (NC)	Update of Smarter Working Review (NC)	Update of Smarter Working Review (NC)	Draft Policy Review Report (NC)	Draft Final Policy Review Report (NC)
Performance				Performance & VfM Assessment (SR)			Performance Management Q2 (SR)				Performance Management (Q3) (SR)
Scrutiny	Forward Plan (NC)	Health of the Ex-Service Community Annual Work Programme & Policy Review 2010/11 (NC) Work Programmes of all Scrutiny Committees (NC)	Government Grant Reductions 2010/2011(GB) Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC) Feedback from CIPS Conference (CB)	Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC) Feedback from Future of Scrutiny Conference (MM)	Chairs Six Month Progress Reports Pilot (NC) Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC) Sickness Absence (SS)	Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC) Community Assets (JG) Attendance at Conference (NC)	Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC) Attendance at Conference (NC)	Forward Plan (NC) Work Programmes of all Scrutiny Committees (NC) Draft Scrutiny Annual Report (NC) Conference Feedback	Final Draft Scrutiny Annual Report (NC) Forward Plan (NC) Work Programmes
CCFA / Members items / Petitions											