

**At a meeting of the MANAGEMENT SCRUTINY COMMITTEE held in the CIVIC CENTRE on THURSDAY, 14<sup>TH</sup> JULY, 2011 at 5.30 p.m.**

**Present:-**

Councillor Tate in the Chair

Councillors Anderson, G. Miller, Mordey, Oliver, Stewart, S. Watson, Wilson and Wood.

**Apologies for Absence**

Apologies for absence were submitted on behalf of Councillors Rolph and Walker.

**Minutes of the Last Meeting of the Committee held on 16<sup>th</sup> June, 2011**

**(i) Annual Health and Safety Report**

Councillors Wood and G. Miller enquired as to whether any progress had been made in getting a resolution to the remedial actions needed in relation to the diving facilities at the Sunderland Aquatic Centre, as a result of the diving accident which had occurred in October 2010.

Mr. Malcolm Page, Executive Director of Commercial and Corporate Services confirmed that the estimated financial resources necessary to complete the repairs were available and that the issue was being addressed and he would take this up with the Executive Director of City Services in the meantime. He also advised the Committee that discussions were ongoing between the contractor and the Council in a wider context and that they were being managed robustly on the City's behalf.

1. RESOLVED that the minutes of the last meeting of the Scrutiny Committee held on 16<sup>th</sup> June, 2011 (copy circulated), be confirmed and signed as a correct record and that the above information and proposed action be noted.

**Declarations of Interest (Including Whipping Declarations)**

Item 5 – Reference from Cabinet – 22<sup>nd</sup> June 2011 – Revenue Budget Outturn for 2010/2011 and First Revenue Review 2011/2012

Councillor Tate declared a personal interest in the report as Chair of Hetton Home Care, as a Director of Newcastle International Airport Holding Company and as a Member of Sunderland Empire Theatre Trust.

Councillor Mordey declared a personal interest in the report as a Director of the Port Board and a Member of the Sunderland Empire Theatre Trust.

Councillors Oliver and Stewart declared personal interests as Members of Wearside First Credit Union and the Sunderland Empire Theatre Trust.

Councillor S. Watson declared a personal interest as a Member of the Sunderland Empire Theatre Trust.

**Reference from Cabinet – 22<sup>nd</sup> June 2011, Capital Programme Outturn 2010/2011 and First Capital Review 2011/2012 (including Treasury Management)**

The Head of Law and Governance submitted a report attaching an extract (copies circulated), from the report of the Capital Programme Outturn for 2010/2011 and First Capital Programme Review 2010/2011, providing details of an additional scheme for 2010/2011 which had been added to the Capital Programme since it was approved and which was referred to the Scrutiny Committee for advice and consideration in the context of inclusion of additional schemes costing over £250,000.

(For copy report – see original minutes).

Mr. Malcolm Page, Executive Director of Commercial and Corporate Services briefed the Committee on the report referring Members to the extract detailing the additional scheme to undertake pothole repairs.

Councillor Anderson expressed support for the scheme commenting that the contrast between the good condition of the roads in Sunderland and those of neighbouring authorities was noticeable.

Councillor Wood enquired to what extent the Council took the option to resurface roads rather than to fill in the potholes.

Councillor Miller advised that the Council resurfaced approximately 1% to 1.5% of the City's roads and that resurfacing was very expensive. Unless there was a massive increase in funding the Council would not be able to increase the percentage of roads that were resurfaced as part of the rolling programme.

In response to an enquiry from the Chairman, Ms. Sonia Tognarelli, Head of Financial Resources advised that there had been a 50% cut in highways maintenance funding and that the service would need to continue to review its programme of works and prioritise schemes accordingly.

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

2. RESOLVED that the Council be recommended to approve the inclusion of an additional scheme for 2011/12 as set out in the extract to the report.

### **Reference from Cabinet – 22<sup>nd</sup> June, 2011 – Revenue Budget Outturn for 2010/2011 and First Revenue Review 2011/12**

The Head of Law and Governance submitted a report attaching an extract from the Revenue Budget Outturn for 2010/2011 and First Revenue Review 2011/12, together with a full copy of the report (copies circulated), which was referred to the Scrutiny Committee for advice and consideration on the issues of virement only, prior to seeking Council approval.

(For copy report – see original minutes).

Mr. Malcolm Page, Executive Director of Commercial and Corporate Services briefed the Committee on the report highlighting the Budget Savings and Transitional Costs 2011/2012 detailed at paragraph 5.3 of the report. Mr. Page advised that in summary the budget represented a very challenging programme to deliver however he was confident that it would be achieved.

In response to Councillor Oliver, Mr. Page advised that the Strategic Investment Reserve was made up from the proceeds of the Housing Stock Transfer and Airport Share sale when they had taken place a number of years ago, however these two areas were no longer contributing to the reserve.

In response to Councillor Wood, Mr. Page advised that a provision of £8.3m had been made in the budget in respect of SWITCH. With regards to Parking Services, Mr. Page advised that car parks did cover their costs and further detail on this could be provided if required.

In response to Councillor Oliver, Ms. Sonia Tognarelli, Head of Financial Services advised that the total cost of the Customer Service Centre refurbishment was in the region of £300,000 which had been approved by Cabinet.

Mr. Page added that the £150,000 detailed at Appendix A showed the sum transferred to Reserves for the project. The remainder of the provision was held in contingencies in order to take care of the scheme.

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

3. RESOLVED that the Council be recommended to approve the issues of virement as set out in the extract to the report.

### **Policy Review 2011/2012 : Draft Scoping Report – Self Regulation**

The Chief Executive submitted a report (copy circulated) putting forward proposals and seeking Members agreement in relation to the scope of the policy review into the Council's approach to Self Regulation.

(For copy report – see original minutes).

Mr. Nigel Cummings, Scrutiny Officer briefed the Committee on the report highlighting the key principles central to the approach to the review and that the overall aim was to look at the appropriateness and effectiveness of the Council's Self Regulation Framework and in particular how the scrutiny function could contribute to performance improvement.

Mr. Mike Lowe, Head of Performance Improvement commented that the review would provide an opportunity to keep Members up to speed with the developments nationally over the next twelve months. The service reviews that would be submitted to the Scrutiny Committees would provide an opportunity to reflect on any areas of service delivery that could be improved upon.

Councillor Miller commented that it was important to have self regulation to show that the Council was performing well and providing value for money and the policy review would show that the Authority was maintaining its high standards.

4. RESOLVED that the scope of the Management Scrutiny Committee's policy review into the Council's Approach to Self Regulation for 2011/2012 as outlined in the report be approved.

### **Policy Review 2011/12 : Draft Scoping Report – Money Lending**

The Chief Executive submitted a report (copy circulated) putting forward proposals and seeking the views of Members on the potential for a mini policy review into the effects of illegal loan sharks and money lenders on local communities.

(For copy report – see original minutes).

Mr. Nigel Cummings, Scrutiny Officer briefed the Committee on the report.

Councillor Miller stated that he would like to see the Committee engage with the City's Members of Parliament on the issues as part of the policy review.

Councillor Mordey advised that the East Area Committee had commissioned a review of the services offered by the Welfare Rights Service and that information from this may assist the Scrutiny Committee with its policy review and vice versa.

In response to Councillor Oliver, Mr. Cummings advised that the Officers from Birmingham City Council who would be investigating and instituting legal proceedings against illegal money lenders would be invited to feed into the policy review.

The Chairman having highlighted that additional working group meetings may be required to complete the evidence gathering; it was:-

5. RESOLVED that subject to the inclusion of the local MPs to the list of witnesses, that approval be given to the scope of the Management Scrutiny Committee's policy review into the effects of illegal loan sharks and money lenders on local communities for 2011/12 as outlined in the report.

### **Annual Scrutiny Conference 2011 – Evaluation of Feedback from Delegates**

The Chief Executive submitted a report (copy circulated) summarising the feedback from Members, Officers and partners who attended the 4<sup>th</sup> Annual Scrutiny Conference on 19<sup>th</sup> May, 2011 at the Crowtree Leisure Centre in Sunderland.

(For copy report – see original minutes).

Members discussed the Scrutiny Conference for 2011 and the consensus was that the venue had not been as successful as the venue for the 2010 Conference. There was a mixed reaction to the suggestion that the Conference for 2012 be held at the National Glass Centre with some Members of the view that it was too small and the Seaburn Centre, the Stadium of Light, the Civic Centre and the University of Sunderland were all suggested as possible alternatives. Members were agreed however that the event should continue to be held on an evening in order to maximise attendance from both Councillors and partners.

Full discussion having been given to the report; it was:-

6. RESOLVED that a further report be submitted to the Committee providing a list of suggested venues at which to hold the Annual Scrutiny Conference for 2012 for Members to decide which would be the most appropriate; the National Glass Centre to be kept on the longlist for the moment and the event to be held on the evening of 17<sup>th</sup> May, 2012.

### **Centre for Public Scrutiny 9<sup>th</sup> Annual Conference Feedback**

The Chief Executive submitted a report (copy circulated) providing the Committee with feedback from the Centre for Public Scrutiny (CfPS) 9<sup>th</sup> Annual Conference which was held on 2<sup>nd</sup> June, 2011.

(For copy report – see original minutes).

A paper providing detailed feedback on the keynote speakers and panel discussions was circulated at the meeting and presented by Ms. Helen Lancaster, Scrutiny Officer who had attended the Conference in London.

Councillor Miller commented that attendance at the Conference had been low compared to the previous year. He felt that the tone and balance had not been appropriate with five out of the six speakers talking about the Localism Bill and the Big Society Agenda. Councillor Miller stated that the Committee needed to be confident that next year's Conference was going to be of greater value before it decided whether to send any delegates.

7. RESOLVED that the feedback from the Conference delegates be received and noted.

### **Scrutiny Committees Work Programmes for 2011-12**

The Chief Executive submitted a report (copy circulated) attaching for information the variations to the Scrutiny Committee work programmes for 2011/12 and providing an opportunity to review the Committee's own work programme for 2011/12.

(For copy report – see original minutes).

Mr. Nigel Cummings, Scrutiny Officer drew Members attention to Appendix 3 which outlined the policy reviews for each of the Scrutiny Committees for the Management Scrutiny Committee's information.

8. RESOLVED that the variations to the Scrutiny Committee's programmes for 2011-12 and to its own work programme be noted.

### **Forward Plan – Key Decisions for the Period 1<sup>st</sup> July, 2011 – 31<sup>st</sup> October, 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 1<sup>st</sup> July, 2011 to 31<sup>st</sup> October, 2011 which relate to the Management Scrutiny Committee.

(For copy report – see original minutes).

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

(Signed) R.D. TATE,  
Chairman.

**RESPONSE FROM CABINET – 22 JUNE 2011**

**POLICY REVIEW – SMARTER WORKING**

**JOINT REPORT OF THE CHIEF EXECUTIVE AND THE CABINET  
SECRETARY**

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide feedback from the Cabinet meeting held on 22 June 2011, which considered the Management Scrutiny Committee's Policy report into Smarter Working.

**2. BACKGROUND INFORMATION**

- 2.1 The investigation into Smarter Working conducted by the Management Scrutiny Committee falls under the remit of the Office of the Chief Executive, principally the Director HR & OD, and is, within the service area covered by the Cabinet Secretary.
- 2.2 On 22 June 2011, Cabinet considered the Final Report of the Management Scrutiny Committee into smarter working. This report provides feedback from the Portfolio Holder following the Cabinet's consideration of, and decisions in relation to this Committee's recommendations.
- 2.3 Following on from this report, progress towards completion of the actions will be monitored through the Action Plan, with standardised six monthly monitoring reports to be presented to the Committee.

**3. RESPONSE FROM CABINET TO THE POLICY REVIEW**

- 3.1 Following consideration of the Final Report, Cabinet approved the recommendations in their entirety. Details of each recommendation and proposed actions to be taken following approval by Cabinet are provided in the Action Plan attached at **Appendix A**.
- 3.2 Cabinet commended and congratulated the Committee and its officers for their hard work in undertaking the policy review and additional work.

**4. RECOMMENDATIONS**

- 4.1 That Members note the proposed actions detailed within the Action Plan, appended to this report (**Appendix A**) and seek clarification on its content where felt appropriate.

## **5. BACKGROUND PAPERS**

- 5.1 The following background papers were used in the preparation of this report:-
- (i) Cabinet Agenda, 22 June 2011.

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**Management Scrutiny Committee**  
**Smarter Working: Policy Review recommendations 2010/11**

<b>Ref</b>	<b>Recommendation</b>	<b>Action</b>	<b>Owner</b>	<b>Due Date</b>	<b>Progress Commentary</b>
(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.	To develop a Smarter Working Evaluation Questionnaire.  To regularly survey staff/services who have moved to new ways of working	Helen Townsend	Development by March 2011  Rollout – first rollout by March 2011, then at six monthly intervals thereafter	A detailed evaluation questionnaire was developed in December 2010, and piloted with the first teams of staff who moved to Smarter Working in January 2011. This questionnaire will be rolled out every six months to staff who have moved to Smarter Working, so that findings can be analysed and compared on a regular basis across the organisation.
(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.	To develop a tracking tool to capture how each service area has reduced its spatial requirements against the Council's target of 20%	Helen Townsend	Development by March 2011  Updated after each service area moves to new ways of working	A spreadsheet has been developed which captures each service area who have moved to new ways of working, the numbers of staff working flexibly before the project, the numbers of staff working flexibly after interaction with the project and the amount of desks occupied prior to and after attending Smarter Working workshops

(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.	To ensure that new ways of working are considered as part of the organisational Service Redesign taking place across the Council.	Helen Townsend	January 2011 and for each Service Redesign thereafter	Helen Townsend now sits on the Design Authority Board to provide input from a Smarter Working on all Service Redesigns submitted to the Design Authority. New ways of working, and maximising space utilisation are therefore considered as part of every Service Review.
(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.	<p>To baseline existing ICT hardware and software for each service area prior to the introduction of Smarter Working</p> <p>Identifying how new ways of working will impact on technology requirements, and creating a business challenge around the equipment which the service area wish to purchase</p>	<p>Helen Townsend</p> <p>I</p> <p>Martin Duncan</p>	<p>August 2010 Technology Requirements and Smarter Working Technology Demonstration to be built into all Smarter Working Workshops by January 2011</p>	<p>Data capture template designed August 2011  ICT Data Capture Checklist developed January 2011  ICT Data Capture Checklist modified February 2011</p> <p>January 2011</p>

(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.	Strategic dialogue to look at the potential opportunities surrounding this to be scheduled	Colin Clark/Helen Townsend	March 2011	Workshop facilitated by the RIEP held March 2011 and further session to be arranged
(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.	Equality Impact Assessment to be conducted	Sue Stanhope/Helen Townsend	July 2011	Initial communications around this have started
(g)	That Elected Members are kept informed of redundant properties within their wards and the future options for such properties.	Member briefings to be held with affected Ward Members in advance of any building closures	Colin Clark	Monthly commencing April 2011	Members are informed on a case by case basis as and when properties are identified for closure together with proposals for use of the site
(h)	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.	Quarterly update reports to be provided to Members commencing September 2011	Sue Stanhope/Colin Clark/Helen Townsend	Quarterly commencing July 2011	Ongoing and to be diarised by Governance Services

**POLICY DEVELOPMENT & REVIEW 2010/11: APPROACH TO THE REVIEW & SETTING THE SCENE****Report of the Chief Executive****1. Purpose of Report**

- 1.1 The purpose of this report is twofold in that it seeks agreement from members in relation to the final terms of reference for this Policy Review into Money Lenders and Illegal Loan Sharks. It also looks to establish background information and set the scene for the investigation that is to follow.

**2. Background**

- 2.1 At its meeting on 14th July, 2011 following discussions that had taken place at the Cabinet meeting held on 22<sup>nd</sup> June 2011 the Committee considered the possibility of a study into the effects on communities of high interest money lenders and illegal loan sharks. The initial scoping document has been presented to the Committee and this report provides further background reference to the review topic. This report also adds structure to the review and provides a timeline for evidence gathering along with a number of potential areas to explore.

**3. Title of the Review**

- 3.1 The title of the review is suggested as 'At Any Cost: The Effects of High-Cost Credit and Illegal Loan Sharks on Local Communities'.

**4. Objectives of the Review**

- 4.1 To identify and understand the types of money lenders available to people living within Sunderland;
- 4.2 To investigate and identify the overall levels of debt, the levels of interest charged and some of the selling techniques employed by money lenders;
- 4.3 To explore the issues that members of the public face in relation to debt and the impact that money lending can have on individuals and communities as a whole, and;
- 4.4 To look at examples of good practice from across the region and country in relation to the policy review.

**5. Gathering the Evidence**

- 5.1 Research activities over the coming months will be co-ordinated by this Committee's Scrutiny Officer in consultation with the relevant directorate staff. Every effort will be made to involve Members in the research. Although alternative

opportunities may present themselves during the review, data collection techniques may include a combination of the following:

- Desktop research
- Use of secondary research e.g. surveys, questionnaires
- Evidence presented by key stakeholders
- Evidence from members of the public at meetings or focus groups
- Site visits.

5.2 The review will gather evidence from a variety of sources. The main evidence will come from information provided by council officers and external partners likely to include, though not exhaustive, the following:

- (a) Relevant Cabinet Portfolio Holders;
- (b) Trading Standards and Licensing Manager;
- (d) Head of Housing;
- (e) Gentoo Housing Group;
- (f) Citizens Advice Bureau;
- (g) Wearside First Credit Union;
- (h) Local Debt Advisors;
- (i) Police;
- (j) Welfare Rights;
- (k) Local MP's;
- (l) Members of the Public;
- (m) Community and Voluntary Groups, and;
- (n) Local Authorities and/or organisations of good practice.

## **6. Scope of the Review**

6.1 The review will consider, as part of the review process, the following issues related to loan sharks and high interest money lending:

- What is available in terms of finance/loans to Sunderland residents?
- How and why do people borrow money in Sunderland?
- Where do people find out about the various money lending schemes available?
- What levels of interest are charged by the various schemes?
- Are potential borrowers aware of the levels of interest charged?
- Are loan sharks operating in Sunderland?
- What practices do loan sharks employ?
- What effect do loan sharks have on individuals and communities?
- Are there alternatives available to people apart from high interest loan schemes and loan sharks?
- What financial advice or support groups are operating within Sunderland?
- How do people become aware of, or access such support groups?
- Is this something that central government should act upon?
- What can Sunderland learn from the Illegal money lending team?
- Are there examples of good practice from across the country?

6.2 As the review investigation develops Members may decide to reduce or widen the remit of the review to ensure that the findings are both robust and based on the evidence and research gathered.

## **7. Timescales**

7.1 Also attached for Members information is a draft timetable (Appendix 1) for the policy review which outlines the various activities and evidence gathering that will be undertaken throughout the review process. The timetable forms the basis of the review process and allows members to see the range of activities and methodologies to be employed during the evidence gathering stage. The timetable is subject to amendment and throughout the review process members will be provided with an up-to-date timetable reflecting any changes.

7.2 Members of the review committee will be invited to attend the various focus groups and visits that are to be undertaken as part of the policy review and will be kept informed of all review activities as and when they are arranged.

## **8. Setting the Scene**

### **8.1 UK Debt: Some Facts and Figures**

8.1.1 The total UK personal debt at the end of July 2011 stood at £1,451bn, with the average household debt being £8,055 (excluding mortgages) and £55,814 (including mortgages).

8.1.2 334 people a day, or every 4.31 minutes, someone will be declared insolvent or bankrupt while every 14 minutes a property is repossessed, meaning banks and building societies are writing off some £22.54m of loans on a daily basis.

8.1.3 The Citizen Advice Bureau deals with 9,072 new debt problems each working and figures released by the Consumer Credit Counselling Service (CCCS) suggest that their average client has to work until 4pm on a Wednesday, each week, just to earn enough money to repay their unsecured debts. The average person contacting CCCS in 2010 owed a total of £22,476 in unsecured debt, and faced a monthly bill of £675.52 simply to meet repayments. This made up an alarming 58% of CCCS clients' average monthly earning of £1,173.23 after tax.

8.1.4 The daily increase in Government national debt is £248,500,000 while the total value of all purchases made using plastic cards is £1,182,000,000 daily.

### **8.2 Types of Loans and Borrowing**

There are a number of ways in which people can borrow money for the short, medium and long term and these are often dependent on a person's credit history, employment and risk to the lender. The main ways are as follows:

#### **8.2.1 *Personal Loans***

Personal loans are more suitable for borrowing larger sums over a longer term. Costs can vary across lenders and may depend on if the loan is secured or unsecured. Secured loans are borrowed against an asset such as a home or car, meaning if the person is unable to repay the loan, the lender can sell your asset to

get its money back. You may be charged less interest on a secured loan but there may be extra fees. Unsecured Loans do not require such a guarantee but there is still a legal obligation to repay the loan. The lender can take court action to get its money back, and this could involve substantial costs and affecting a person's credit rating.

### 8.2.2 *Credit Unions*

Credit unions are owned and run by their members, for their members. Some credit unions may lend to you as soon as you become a member. Others will lend to you after you have shown them you are able to save regularly. The APR on their loans is capped by law at 26.8%, so they often charge much lower interest rates on loans than other lenders.

### 8.2.3 *Home Credit (Doorstep Lenders)*

Home credit, or doorstep loans, is where a person borrows money and the lender calls at their home to collect the repayments. The loans are usually for smaller amounts and charged at a high rate of interest for borrowing in this way. The law states that home credit lenders have to be licensed by the Office of Fair Trading (OFT). If someone is offering to lend money on the doorstep they must have a lender's licence or other authorisation, if they don't, they are operating illegally.

### 8.2.4 *Social Fund Loans*

Certain benefits entitle a person to help from the Social Fund for one-off expenses. Pay back of the loan is still required but there are no interest charges. This could be as a crisis loan to help with an emergency, a budgeting loan to help with vital costs like food and clothing or funeral payments.

### 8.2.5 *Payday Loans*

A payday loan is a cash advance lent over a short period of time, usually until the next payday. Each year some 1.2 million people in the UK resort to payday loans as a temporary means of getting by and a total of £1.2 billion is borrowed in the form of such loans every year. Taking out a payday loan is meant to be a temporary measure. Short term loans that are not paid back in time will accrue huge interest rates, and debts can quickly spiral out of control. Some of the better known payday loan companies charge interest rates of over 2,500% APR. One of the biggest attractions of the payday loan is that anyone can apply for one no matter what credit rating. For most payday loans the only eligibility criteria is to be resident in the UK, over 18 years old, have a job with a regular payday and an active bank account. Other attractions of such products are centered on the convenience and speed of the application process.

### 8.2.6 *Pawnbrokers*

Pawning is another way of borrowing money. A possession of value is left as security with the pawnbroker and in return lends money on which interest is paid. However increased use of credit cards, hire purchase, trading vouchers, credit unions etc has led to a reduction in the number of pawnbrokers. Although some still do operate and recently there has been an expansion in services such as 'Cash Converters' and 'The Money Shop' which also offer pawnbroking services. Sections 114 to 122 of the Consumer Credit Act 1974 set out the rules which pawnbrokers must obey. These regulations cover the written agreement a person is entitled to get and what will happen if a person is

unable to pay back the agreed amount within the agreed time. All pawnbrokers must be licensed by the Office of Fair Trading to operate.

#### 8.2.7 *Rent-to-Buy Retail Credit*

A hire purchase, or rent-to-buy, agreement is a mechanism for borrowing money in order to make a purchase of goods that cannot be afforded out right. A hire purchase agreement is a form of secured loan that gives the lender certain rights over the borrower by their entitlement to repossess the good in certain circumstances, until the HP agreement has been completed. Hire purchase agreements are governed by the Consumer Credit Act 1974, and the goods hired are governed by the Supply of Goods (Implied) Act 1973. Some of the biggest high-street names in this area include BrightHouse and CashConverters. With an HP agreement the goods are hired to the borrower for a specified period of time, in which the consumer will have to pay weekly or monthly payments towards the total amount payable. The total amount payable is based on the cash price of the good, plus interest over the period of agreement and any additional charges which may be levied on top. The goods remain the property of the lender until the HP agreement has been completed in full.

#### 8.2.8 *Logbook Loans*

Logbook loans are secured on a car or similar vehicle that is in the ownership of the borrower. This means that if a payment is missed, the lender may repossess the vehicle. A 'bill of sale' agreement is signed transferring ownership of the vehicle to the lender. The lender also keeps the registration documents and they own the car until the loan is paid off in full. These types of loans usually have a very high rate of interest (APR typically 300-500%) and are a very risky way to borrow money due to the fact that the lender does not require a court order to repossess the vehicle. Also if the vehicle sells for less than the amount owed on the loan, the remaining balance is still an outstanding debt.

#### 8.2.9 *Illegal Money Lending (Loan Sharks)*

Loan sharks are people who lend money without a licence from the Office of Fair Trading. Loan sharks are often well known in the community and source their customers through word of mouth. As loan sharks are not licensed they operate outside the law and are very likely to offer a loan on very bad terms with extortionate rates of interest, resort to harassment and threats of violence if a borrower gets behind with repayments and will apply pressure into borrowing more from them to repay one debt with another. It should not be underestimated that people involved in illegal money lending practices will invariably be involved in other illegal activities too.

*Example of Loan Shark Practice 1:* AF went to a loan shark when he wanted £100 to buy a car stereo that was on special offer. He agreed to pay back the entire sum several days later, and was charged £20 interest. AF, 26, of Stoke-on-Trent, had successfully borrowed money from a loan shark in the past, but on this occasion failed to pay the full amount owed on the due date, so the lender doubled the interest charge. As the debt mounted, AF found it increasingly difficult to repay the growing amounts, and missed more payments, ending up being charged £100 interest every day. Eventually the entire loan had reached £1,000 and AF was threatened with having his legs broken if he didn't pay up.



*Example of Loan Shark Practice 2:* BS, aged 22 years old, had initially borrowed just £300 but this quickly rose to £3400 over a 12 week period. During this time, BS was frequently threatened and intimidated by the loan shark and his associates; the loan shark used BS's vulnerability to charge unrealistic interest rates. On a 4 week cycle, the loan shark would lend BS money to pay off earlier debts, charging a higher interest rate each time. In just 12 weeks, his debt had gone from £300 to £3400, leaving BS helpless. The use of threats and intimidation lead BS to take his own life on 3<sup>rd</sup> December 2005.

### **8.3 Office of Fair Trading – Review into High-Cost Consumer Credit**

The Office of Fair Trading conducted a review into the high cost credit sector and published their findings in June 2010. This review was launched due to concerns that consumers of high-cost credit, including many on low incomes, suffered from a lack of options when seeking credit, that the price individuals paid for credit was too high, and that the recession had limited suppliers' willingness to lend money. The report identified the high-cost credit sector as consisting of pawnbroking, payday and other short-term small sum loans, home credit and rent-to-buy credit. The report also acknowledged that this was a significant and valuable sector in the economy with loans to consumers totalling £7.5 billion in 2008.

8.3.1 The OFT review highlighted some key features and similarities within the high-cost credit marketplace including consumers need for credit, a limited tendency to search out the most suitable product or option, lower than average levels of income, and poor or no credit history. High cost credit is expensive by its very nature and this is primarily due to the low value of the loan resulting in higher administration costs per loan, high-cost business models and the incidence of missed, late payments and bad debts.

8.3.2 The OFT also concluded that the markets for high-cost credit worked reasonably well due to a number of factors including:

- suppliers met the demand for easier access to their products;
- they filled a gap in the market not served fully by mainstream suppliers;
- the level of complaints from consumers is low, and;
- in some cases lenders show flexibility with repayment difficulties and do not penalise borrowers for missed or late payments.

8.3.3 The review also identified issues with the effectiveness of competition in these markets as follows:

- on the demand side – there is a relatively low ability for consumers to drive competition between suppliers due to their low levels of financial capability;
- on the supply side – there is a limited supply of additional sources of credit particularly from mainstream suppliers, and;
- competition on price is limited and some suppliers appear to be charging higher prices than expected.

8.3.4 The OFT review made recommendations around four major themes as follows:

- help consumers make informed decisions on high-cost credit;
- increase the ability for consumers to build up a documented credit history when using high-cost credit;

- enhance the understanding of developments in the high-cost credit sector, and;
- promote best practice among suppliers of high-cost credit.

8.3.5 The OFT ultimately concluded that, in a number of respects, these markets worked reasonably well. However, it argued that many of the problems in such markets arose from more deep-seated issues, such as weaknesses in the financial capability of consumers, and any recommendations made by the OFT would only make limited differences. The OFT also considered the case for price controls for pawnbroking, payday loans, home credit and rent-to-buy credit and concluded that such measures would not be an appropriate solution to the particular problems found in these high cost credit markets.

## **9. Recommendations**

- 9.1 That the committee agrees the title of the review as 'At Any Cost: The Effects of High-Cost Credit and Illegal Loan Sharks on Local Communities'.
- 9.2 That Members of the Management Scrutiny Committee discuss and agree the proposed timetable for the review.

## **10. Glossary of Terms**

APR (Annual Percentage Rate)  
 CCCS (Consumer Credit Counselling Service)  
 HP (Hire Purchase)  
 OFT (Office of Fair Trading)

### **Background Papers**

Credit Action – Debt Facts and Figures (July 2011)  
 Times Online – Loan sharks threatened to break my legs if I didn't pay £1,000 (7 August 2009)  
 Citizens Advice Bureau - Website  
 Office of Fair Trading - Website  
 The Money Advice Service – Website  
 Brian Shields Trust – Website  
 Office of Fair Trading – Review of High-Cost Credit (June 2010)

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**POLICY DEVELOPMENT & REVIEW 2010/11: APPROACH TO THE REVIEW & SETTING THE SCENE****Report of the Chief Executive****1. Purpose of Report**

- 1.1 The purpose of this report is twofold in that it seeks agreement from members in relation to the final terms of reference for this Policy Review into Self Regulation. It also looks to establish background information and set the scene for the investigation that is to follow.

**2. Background**

- 2.1 At the meeting of Management Scrutiny Committee held on 16<sup>th</sup> June 2011, following discussions regarding the Work Programme, the Committee agreed to focus on the development of the Council's approach to self regulation and the role of the council's scrutiny function in supporting self regulation and improvement. The initial scoping document has been presented to the Committee and this report provides further background reference to the review topic. This report also adds structure to the review and provides a timeline for evidence gathering along with a number of potential areas to explore.

**3. Title of the Review**

- 3.1 The title of the review is suggested as 'Demonstrating Local Accountability: A look at the emerging national Self Regulation Framework and implications for the Council'.

**4. Objectives of the Review**

- 4.1 To understand the emerging self regulation agenda and how the council is responding;
- 4.2 To look at the role of scrutiny in the Council's self regulation framework;
- 4.3 To consider what techniques the Council could use to provide accountability to, and engagement with the public and local communities in performance management issues, and;
- 4.4 To look at examples of good practice from across the region and country in relation to the policy review.

**5. Gathering the Evidence**

- 5.1 Research activities over the coming months will be co-ordinated by this Committee's Scrutiny Officer in consultation with the relevant directorate staff. Every effort will be made to involve Members in the research. Although alternative

opportunities may present themselves during the review, data collection techniques may include a combination of the following:

- Desktop research
- Use of secondary research e.g. surveys, questionnaires
- Evidence presented by key stakeholders
- Evidence from members of the public at meetings or focus groups
- Site visits.

5.2 The review will gather evidence from a variety of sources. The main evidence will come through, as is appropriate, either the committee or informal meetings. The majority of evidence will take the shape of policy briefings and updates which Members will have the opportunity to discuss and influence. It should be noted that self regulation is still in the formative stages and further development of the key tools is ongoing and as this takes shape nationally, regionally and locally Members will have the opportunity to be involved as part of this review.

## **6. Scope of the Review**

6.1 The review will consider, as part of the review process, the following issues related to self regulation:

- What is self regulation?
- What does this mean for the Council?
- What is the role of scrutiny in self regulation?
- How can scrutiny contribute to the monitoring of performance?
- How will self regulation improve performance monitoring?
- What techniques will the council look to employ in self regulation?
- How will self regulation lead to improving performance?
- How will future performance information be relayed to key stakeholders?
- With the development of new media platforms how will performance information be gathered in the future?

6.2 As the review investigation develops Members may decide to reduce or widen the remit of the review to ensure that the findings are both robust and based on the evidence and research gathered.

## **7. Timescales**

7.1 Also attached for Members information is a draft timetable (Appendix 1) for the policy review which outlines the various activities and evidence gathering that will be undertaken throughout the review process. The timetable forms the basis of the review process and allows members to see the range of activities and methodologies to be employed during the evidence gathering stage. The timetable is subject to amendment and throughout the review process members will be provided with an up-to-date timetable reflecting any changes.

7.2 Members of the review committee will be invited to attend the various focus groups and visits that are to be undertaken as part of the policy review and will be kept informed of all review activities as and when they are arranged.

## 8. Setting the Scene

### ***The current picture in relation to regulation, inspection and assessment***

8.1 The Coalition Government is committed to replacing the burden of Whitehall oversight and inspection with greater local public transparency and accountability so that councils and other local public bodies can focus on frontline services. The Government has acknowledged the significant costs to local councils (both direct and indirect) and the scaling back of upward reporting to government and the reduction in inspection and assessment has been welcomed by Local Government. In its first year the Government has introduced a range of proposals, and changes in regulation already announced have included:

- Dismantling of the national performance management framework that covered councils including;
- The abolition of Comprehensive Area Assessment (CAA);
- The end of Local Area Agreements (LAAs);
- The abolition of the Place Survey;
- The replacement of the National Indicator Set with a single, comprehensive list of all the data that local government is expected to provide to central Government;
- The end of annual ratings/performance assessments of adult social care and children's services, and;
- Disbanding of the Audit Commission.

8.2 Although the Government is scaling back routine inspection and assessment to ensure that this is proportionate, risk based, outcome focussed and reduces the burden upon councils, this isn't universal across the inspectorates and some elements still remain. The current picture is summarised within appendix 2.

8.3 As the appendix demonstrates, the impact of the reducing burden is being felt disproportionately across the council. Major assessments of the council (e.g. CAA and LAA) and adult social care have gone however there are still significant inspection and assessment frameworks, particularly within Children's Services, where services have only experienced a marginal benefit in reduced inspection.

8.4 Part of this picture can be explained by the fact that inspection and assessment is viewed by government and the inspectorates as continuing to have a role in high risk areas such as safeguarding children, as well as in ensuring the integrity of public spending.

8.5 The Government has indicated that it does not intend to replace one centrally driven burdensome framework with another however there are clear expectations from the Government that the scaling back of inspection requires councils to ensure that they are evidencing and providing assurance to stakeholders and that they are delivering on priorities and outcomes. To support councils' responses to the Government's agenda for more local accountability the Local Government (LG) Group put forward proposals for sector-led self regulation and improvement which would be a replacement for the current top down inspectorate led performance management framework.

8.6 A detailed summary of these proposals were provided to Management Scrutiny Committee on 14 July 2011 within the Draft Scoping report for this policy review. Summary details are provided again for context.

***Taking the Lead***

8.7 'Taking the Lead' (published in February 2011) sets out the LG Group's approach to how self regulation and improvement will work in practice. In doing so, the LG Group stresses that it is not setting out a prescribed system to be adopted by all local authorities. However it does expect councils to take steps to enhance the way they are held accountable locally and to continue to support each other, particularly through the use of peers. The LG Group will provide approaches which will help councils to achieve each of these objectives, as well as ensuring inspection does not "creep back" by keeping an overview of sector performance and the wider regulatory regime.

8.8 Central to the new approach are the following two key principles:

- Local authorities are responsible for their own performance and for leading the delivery of improved outcomes for local people in their area
- Local authorities are accountable to their local communities. Stronger accountability through greater transparency helps local people drive further improvement

8.9 It is anticipated that councils will (where appropriate):

- Encourage resident feedback from a range of channels (e.g. councillor surgeries, surveys, complaints, comments and compliments, and mystery shopping)
- Use social media techniques to gather information
- Use deliberative techniques such as citizens juries and participatory budgeting
- Consult with the public on proposals that affect them
- Publish regular performance information so that the public can understand how well their council is meeting its objectives (e.g. annual report)
- Publish on-line all expenditure in line with national requirements, in a way that the public can understand
- Make use of the role of scrutiny to challenge and improve council and partner services
- Take stock of their own performance to identify areas for improvement and risks
- Make use of opportunities to be challenged by peers
- Seek and welcome support from the sector as and when required
- Develop elected members to fulfil their role in this new environment

8.10 The LG Group will support improvement by making tools available for the sector to use. The principle is to bring together in one place and under one umbrella (i.e. the 'Knowledge Hub'), all the various resources and products and provide a single means for Members and Officers to access services.

8.11 Outline details of the LG Group's seven point offer are described below:

- **Local accountability tools:** The LG Group will work with councils to develop tools to help them focus on enhancing the way they are locally accountable to citizens and communities.
- **Peer challenge:** The LG Group will offer a free of charge, peer challenge to all councils between April 2011 and March 2014. In addition, the LG Group will continue to offer shorter, sharper more subject-specific challenges. The price for these will be kept to a minimum.
- **Peer support:** The LG Group will offer up to five days of free member peer support for all councils undergoing a change of control. Experience shows that providing member peer support to a new political administration in a timely manner is welcomed and of great benefit to councils.
- **Knowledge hub:** The LG Group will invest (on behalf of the sector) in a new web-based service that will create a single window to improvement in local government. This will enable councils to learn from each other, who would otherwise find it difficult to find the time or find the right information. The Knowledge Hub will be a free service for the sector.
- **Data and transparency:** The LG Group will create a free of charge place within the Knowledge Hub for individual councils to lodge and access data in an open source environment to help them to understand their own performance and productivity, and act as a spur to optimise outcomes.
- **Leadership support:** The LG Group will continue to provide development support for political and managerial leaders.
- **Learning and support networks:** The LG Group will support networks of officers and councillors at national and sub-national levels, working with other sub-national groupings of councils and the relevant professional associations, to share good practice and to provide timely support.

8.12 This is a new and emerging national agenda which only came into effect in April 2011, and a number of the national tools are still at the development stage. It is planned to undertake a more detailed look at some of the tools in action during the course of this review.

8.13 The LG Group offer does not tell councils what they should deliver or how it should be done. Instead, it is designed to help councils improve local accountability in ways which are most appropriate to them.

8.14 Members will be aware Sunderland City Council already has in place a range of mechanisms and systems which support local transparency and accountability and this policy review could support consideration of how the systems already in place can be further developed to support achievement of local accountability and improvement.

### ***Service specific developments***

8.15 Since the publication of 'Taking the Lead', the national associations for Directors of Children's Services and Adult Social Services, and the Youth Justice Board have been proactive in setting their own sector specific agendas for an approach to self regulation and improvement. These reflect the sector-wide arrangements, in terms of offering peer challenge and targeted improvement support. As these develop nationally the details will be shared during the course of the policy review.

8.16 These sector specific approaches, will be designed to ensure the public will have confidence that these sectors (which have traditionally been subject to an intensive programme of inspection and assessment) have appropriate sector led self regulation to demonstrate local accountability.

## **9. Recommendations**

9.1 That the committee agrees the title of the review as 'Demonstrating Local Accountability: A look at the emerging national Self Regulation Framework and implications for the Council'.

9.2 That Members of the Management Scrutiny Committee discuss and agree the proposed timetable for the review.

## **10. Glossary of Terms**

CAA	Comprehensive Area Assessment
LAA	Local Area Agreement
LG Group	Local Government Group

### **Background Papers**

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## Appendix 1: Timetable

DATE	TOPIC
15 September 2011	<b>REPORT - Setting the scene</b> <ul style="list-style-type: none"> <li>• What regulation and inspection has been removed and what still remains</li> </ul>
Oct 11 / Nov 11	<b>WORKSHOP – The sector led approach</b> <ul style="list-style-type: none"> <li>• Interactive discussion via a group exercise with feedback to the November meeting on the potential benefits for Sunderland of the following: <ul style="list-style-type: none"> <li>• Local accountability tools including local self assessment</li> <li>• Self regulation of services for vulnerable people <ul style="list-style-type: none"> <li>• Children’s Services</li> <li>• Adult Social Care</li> </ul> </li> </ul> </li> </ul>
10 November 2011	<b>REPORT – Update on the learning from ‘The sector led approach’ workshop</b>
Nov 11 / Dec 11	<b>WORKSHOP - The LG Group tools explained – Peer challenge</b> <ul style="list-style-type: none"> <li>• Interactive discussion via a group exercise with feedback to the December meeting on the potential benefits for Sunderland</li> <li>• This will include consideration of evidence from SPPM and relevant services who have benefited from peer reviews in the past</li> </ul>
15 December 2011	<b>REPORT - Update on the learning from ‘The LG Group tools explained’ workshop</b>
Dec 11 / Jan 12	<b>WORKSHOP - The LG Group tools explained – LG Inform and Knowledge Hub</b> <ul style="list-style-type: none"> <li>• Interactive demo / discussion via a group exercise with feedback to the January meeting on the potential benefits for Sunderland</li> <li>• This will include consideration of the council’s own direction of travel in relation to the e-portal for the Intelligence Hub and Performance Plus</li> </ul>
19 January 2012	<b>REPORT – Update on the learning from ‘The LG Group tools explained’ workshop</b>
Jan 12 / Feb 12	<b>WORKSHOP - Scrutiny’s role in supporting self regulation</b> <ul style="list-style-type: none"> <li>• Potential external input from the Centre for Public Scrutiny</li> <li>• Interactive discussion via a group exercise with feedback to the February meeting on developments to the performance management framework and the potential benefits for scrutiny</li> <li>• Identification of further developments to support scrutiny’s role in self regulation</li> </ul>
16 February 2012	<b>REPORT - Update on the learning from the ‘Scrutiny’s role in supporting self regulation’ workshop</b>
March 12 / April 12	<b>Preparation of the draft and final report</b>
19 April 2012	<b>REPORT – Final report to Management Scrutiny Committee</b>

## Appendix 2: Summary of current inspection and assessment

Area	Stopped	Continues	Proposed
Council-wide	<p>The Audit Commission has stopped undertaking the annual Comprehensive Area Assessment (CAA) which comprised the following:</p> <ul style="list-style-type: none"> <li>• Area assessment</li> <li>• Organisational assessment</li> <li>• Use of resources assessment (including the value for money (VFM) conclusion)</li> </ul>	<p>The Audit Commission's annual VFM conclusion has been streamlined, with its focus now upon two key areas:</p> <ul style="list-style-type: none"> <li>• The organisation has proper arrangements in place for securing financial resilience.</li> <li>• The organisation has proper arrangements for challenging how it secures economy, efficiency and effectiveness.</li> </ul>	<p>CLG has recently consulted on the future of local public audit. This included consulting on potential options for the future scope and work of auditors, within which the VFM conclusion features. Options ranged from:</p> <ol style="list-style-type: none"> <li>1. Reducing the current scope of the audit by removing the need for an assessment of value for money.</li> <li>2. Maintaining the current scope of the audit.</li> <li>3. The auditor providing an opinion on the financial statements, plus conclusions on regularity and propriety, financial resilience and value for money.</li> <li>4. The council publishing an annual report on its website which sets out the arrangements it has to secure value for money, whether it has achieved economy efficiency and effectiveness, regularity and propriety and financial resilience. The auditor would then give an opinion on the financial statements, review the annual report and provide reasonable assurances on the annual report.</li> </ol> <p>There does not appear to be a current consensus on the preferred approach. For example, the LG Group supported option 1, whilst the CLG Select Committee Inquiry into the Audit and inspection of local authorities favoured option 4.</p>
	<p>The national indicator set ( NIS) was abolished during 2010</p>		<p>The Government has identified through the Single Data list all the data from across government departments that government requires from local government and indicated commitment to reduce the list to only the minimum of central government data needs. However LGG have, concerns about whether it is possible to achieve this aim on the basis that whilst 45 data items or collections were stopped another 18 new were added.</p>

Area	Stopped	Continues	Proposed
Children's services		In the short-term, Ofsted continues to publish the annual children's services rating.	Ofsted is to end the annual children's services rating process as soon as suitable legislative opportunity can be identified.
		<p>In the short-term, Ofsted continues to undertake the following inspections within children's services:</p> <ul style="list-style-type: none"> <li>• Annual unannounced inspection of contact, referral and assessment arrangements</li> <li>• Announced inspection of safeguarding and looked after children (from April 2009 to July 2012)</li> </ul>	<p>Ofsted is currently consulting on proposals for the future inspection of local authority children's services, which would replace the unannounced inspection of contact, referral and assessment arrangements and the announced inspection of safeguarding and looked after children.</p> <p>Ofsted sees these inspections as a discrete part of the overall system of performance improvement being developed by the children's services sector.</p> <p>The proposals, which are designed to ensure that inspection is proportionate and streamlined, would take effect from April 2012. There would be three types of inspection:</p> <ol style="list-style-type: none"> <li>1. Universal unannounced inspection of early intervention and child protection – the frequency of these inspections would be risk based; the focus would be on the child's journey</li> <li>2. Inspection programme of services for children in care using an annual sample of 20-25 local authorities – these would be risk based and provide a short notice period.</li> <li>3. Monitoring and re-inspection of inadequate local authorities and a programme of thematic deep-dive inspections – a short notice period would be provided.</li> </ol> <p>The first two inspections will centre around the child's journey, and will primarily be based upon case sampling and tracking, and direct observation of practice.</p>
		<p>Ofsted continues to undertake the following inspections within children's services:</p> <ul style="list-style-type: none"> <li>• Announced inspection of local authority fostering</li> </ul>	These inspections will continue, however Ofsted is currently consulting on changes to the current approach to the fostering and adoption service inspections, which includes the notice period and the

Area	Stopped	Continues	Proposed
		<p>services – all councils to be inspected once every three years.</p> <ul style="list-style-type: none"> <li>• Announced inspection of local authority adoption services – all councils to be inspected once every three years.</li> <li>• Unannounced inspections of direct service provision continues, for example in children's homes, children's centres and schools</li> </ul>	frequency.
		<p>HMI Probation continues to undertake programmed inspections of Youth Offending work on two levels:</p> <ul style="list-style-type: none"> <li>• Core Case Inspection (CCI) –This programme entails visits to all Youth Offending Services in England &amp; Wales over a three-year period starting in April 2009.</li> <li>• Thematic Inspections - up to seven areas visited on each occasion.</li> </ul>	The Youth Justice Board is currently reviewing its approach to oversight and performance improvement. Central to this will be sector-led improvement
Adult social care	<p>The Care Quality Commission (CQC) annual assessment of councils as commissioners of adult social care has been discontinued, and the Care Quality Commission will no longer publish information about council performance.</p> <p>CQC has stopped undertaking routine inspections of council adult social care services.</p>	<p>Unannounced inspections of direct service provision continue, for example in care homes.</p> <p>The Department of Health continues to require an expanding range of specific services to produce annual self assessments, which describe the quantity and quality of provision within the local area. For example, in recent months this has included assessments of learning disabilities, autism and dementia.</p>	The Department of Health has agreed a new approach to the assessment and inspection of councils. This new approach will see a shift towards more sector-led assessment, with councils taking greater responsibility for driving improvement. CQC will however retain the ability to respond to concerns about council services by carrying out inspections.
Benefits	The Audit Commission has stopped undertaking inspections of benefits services.		
Housing	The Audit Commission has stopped undertaking inspections of housing services.		

## PERFORMANCE REPORT QUARTER 4 (APRIL 2010 – MARCH 2011)

### REPORT OF THE CHIEF EXECUTIVE

#### 1.0 Purpose of the report

1.1 The purpose of this report is to provide Management Scrutiny Committee with a performance update relating to the period April 2010 to March 2011. This quarter the report includes a summary of:

- Progress in relation to Local Area Agreement (LAA) targets
- Progress in relation to other national and local indicators relevant to Management Scrutiny

#### 2.0 Background

2.1 Performance against the national indicators, particularly those identified as priorities identified in the former Local Area Agreement (LAA) have been reported to Scrutiny Committee throughout 2010/11 as part of quarterly performance monitoring arrangements. This report provides the end of year position

2.2 In October 2010 the Government announced that from April 2011 there would no longer be a requirement for council's to produce an LAA. In 2010/11 the Government also announced the demise of the National Indicator set and a move towards self regulation and improvement with an emphasis on reporting against local priorities.

2.3 As a consequence the performance framework of Sunderland City Council is being reviewed. A new framework is being developed that focuses on local priorities and the achievement of outcomes relevant to the people, place and economy of Sunderland. The new framework will form the basis of future performance reporting to scrutiny.

2.4 The information below includes performance details which have been reported to individual scrutiny committees over the last year as part of their performance management frameworks. This has included the final performance outturns being considered by the appropriate scrutiny committees in this reporting cycle. The respective scrutiny committees have monitored and reviewed the performance details as part of their performance management challenge role.

#### 3.0 Local Area Agreement Targets

3.1 Progress in relation to the LAA targets were important sources of information in determining the Council's Comprehensive Area Assessment (CAA) judgement. However the government has also abolished the CAA process as part of move to

lessen the burden of inspection and regulation and we are no longer required to report externally. Whilst the Council is no longer required to report externally the Council and partners recognise that a significant majority of the indicators focus on priority outcomes for people place and economy which will continue to be the focus of improvement activity for the Council and partners and form the basis of future reporting.

### 3.2 LAA theme – Prosperous and Learning City

3.2.1 The prosperous City and Learning Theme of the LAA was focused on stimulating growth in the local economy in terms of both the number and quality of jobs available to local people. Effectively reducing deprivation in the city was seen as, to a large extent dependent on the success of agencies to enable more people to gain better paid jobs. For this reason the LAA focussed on efforts to attract inward investment and support business growth, combined with activities to improve employability by increasing skill levels and supporting people to gain suitable employment.

3.2.2 The table below gives an overview of key performance indicators for the theme of Prosperous and Learning City (excluding indicators dropped or no longer measured nationally or locally during 2010/11).

NI Ref	Description	March 2010	March 2011 or latest	Trend	Target	On Target?
NI072	At least 78 points across Early Years Foundation Stage with at least 6 in each of the scales	53.40%	58%	▲	49.5%	✓
NI073	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	70%	71%	▲	75%	✗
NI075	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	45.10%	52.6%	▲	53%	✗
NI087	Secondary school persistent absence rate	4.70%	5.3%	▼	5.2%	✗
NI092	Narrowing the gap – lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	37.10%	32.9%	▲	36.7%	✓
NI093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	83.50%	85%	▲	82%	✓
NI094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	82.40%	82%	▼	88%	✗
NI099	Children in care reaching level 4 in English at Key Stage 2	42.10%	64%	▲	45%	✓
NI100	Looked after children reaching level 4 in mathematics at Key Stage 2	47.40%	64%	▲	45%	✓

NI101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)	10%	6.5%	▼	26%	×
NI117	16 to 18 year olds who are not in education, employment or training (NEET)	9.40%	8.4%	▲	8.8%	✓
NI152	Working age people on out of work benefits	18.40%	17.30%	▲	19%	✓
NI153	Working age people claiming out of work benefits in the worst performing neighbourhoods	32.90%	31.10%	▲	31.2%	✓
NI171	New business registration rate	36.6	27.1	▼	37.5	×

- 3.2.3 Performance at Early Years Foundation Stage Profile has improved and continues a four year upward trend from 44% to 61% (based on provisional figures). The percentage of Sunderland pupils achieving NI 72 improving by 3% points, from 58% in 2010 to 61.0% in 2011. The gap between the lowest 20% pupils and the rest has narrowed very slightly but the performance of the lowest 20% pupils has not improved and average score per pupil has reduced slightly
- 3.2.4 Provisional Key Stage 2 results show good improvement, particularly in maths. Pupils achieving level 4+ in both English and maths (NI73) is at its highest level over the last five years at 74%, in line with the national figure of 74% for 2011. English has improved slightly at level 4 but with no change at level 5 this year. Maths results at 4+ are the highest ever and for the first time at 82%, are above the national at 80%. Performance at level 5 in maths has also improved.
- 3.2.5 Key Stage 4 (GCSE) performance continues to improve and Sunderland is celebrating its best ever results with early indications showing 55% of pupils achieving 5 A\*-C GCSEs including English and maths (NI 75).
- 3.2.6 The percentage of not in education, training and employment (NEET) young people (NI 117) for the statutory reporting period has reduced from 9.4% in 2010 to 8.4% in 2011 and the target has been met.
- 3.2.7 The % of working age population aged 16 to 64 in employment (NI 151) has decreased from 67% as at March 2010 to 63.9% and the target of 70.6% has not been achieved. This national indicator is based on the 'National Annual Population Survey / Labour Force Survey' and relies on a very small sample of just 1%. The employment rate and unemployment rate are clearly related and as the indicator measuring benefit claimants is not based on a sample, this may give a clearer picture at local level.
- 3.2.8 The % of working age population aged 16 to 64 claiming out of work benefits (NI 152) has decreased from 18.4% in November 2009 to 17.3% in November 2010, lower than the projected target of 19%. This may be a reflection of the City's employers responding to the impacts of the recession. This is seen most clearly in the automotive manufacturing sector, where Nissan is now back to pre-recession employment levels, and has set out growth plans that will create hundreds more new jobs in the local economy. In addition, during this period, the 'Just the Job' initiative funded via the 'Working Neighbourhoods Fund' has had a considerable

impact on supporting people from out of work benefits, into employment and self employment. The % of claimants within the worst performing neighbourhoods (NI 153) has also decreased from 32.9% in March 2010 to 31.1% in March 2011, achieving the projected target of 31.2%.

### 3.3 LAA theme – Healthy City

3.3.1 Improving health for all sections of the population was central to the aim of the LAA to reduce inequality in the city, reduce deprivation and improve quality of life. Improving health was also prioritised on the basis that this too can impact on business growth and productivity and on levels of participation in the economy. Addressing adult health problems and focussing on the prevention of early health problems will enable some people to move from worklessness to employment and reduce the potential of leaving work prematurely. By reducing the impact of poor health on children we can improve attainment and enhance future life prospects. Improving the health and wellbeing of older people was also a key priority. Forecasts predicted that the proportion of older people living in the city will grow steadily over the next decade and health and deprivation indicators showed that the quality of life of older people in the city was low compared to other groups.

3.3.2 The below table gives an overview of key performance indicators for the theme of Health City (excluding indicators dropped or no longer measured nationally or locally during 2010/11).

NI Ref	Description	March 2010	March 2011 or latest	Trend	Target	On Target?
NI039	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	2659	2580.83	▲	2251	×
NI056iiii	% with height/weight recorded who are obese	20.20%	21.1%	▼	21%	×
NI063	Stability of placements of looked after children length of placement	69.60%	72.52%	▲	75%	×
NI112	Under 18 conception rate	-15.50%	-16.32%	▲	-55%	×
NI120f	All-age all cause mortality rate – female	578.7	555	▲	530	×
NI120m	All-age all cause mortality rate – male	851	758	▲	720	×
NI123	Stopping smoking	1289	1230.74	▼	1490	×
NI130.	Social care clients receiving Self Directed Support	7.42%	31.81%	▲	30%	✓
NI136	People supported to live independently through social services (all adults)	3008.31	1893.28	▼	3507	×

3.3.3 The overall intended outcome of the LAA Healthy City theme was about enabling everyone in Sunderland to have the opportunity to live long, health, happy and independent lives with a key outcome measure around life expectancy / mortality



rates. Although below target, mortality rates for both males and females in relation to all causes has improved from March 2010 to the latest position as at March 2011.

- 3.3.4 Within the overall theme of healthy city there was a particular focus on improving the health and well being of children focusing on a number of specific issues including obesity, teenage pregnancy, stability for looked after children and emotional health (though targets for the latter have since been dropped). Obesity among primary school age children in Reception Year (NI 55) has increased slightly from 11.0% to 11.2% compared to 9.8% nationally. Obesity among primary school age children in Year 6 (NI 56iii) has also increased slightly from 20.2% to 21.1% compared to 18.7% nationally. In April 2010, the LAF Programme (Lifestyle, Activities and Food) commenced and has had 92 children complete the programme between May 2010 to July 2011. Sunderland's LAF Programme consists of healthy lifestyle sessions aimed at encouraging and supporting families to eat well, move more and live longer. The LAF Referral Programme is for families of children aged 5-15 who have been identified as overweight; live in Sunderland and registered with a Sunderland GP. Work has also commenced to develop a training package for health visitors and school nurses on the issue of obesity, to support weaning interventions and improve practitioner knowledge.
- 3.3.5 There continues to be a programme of developments to improve the under 18 conception rate (teenage pregnancy). The Electronic C-Card System has been developed and training is underway. 90 people have attended training as at June 2011. A total of 43 outlets are now live and after the first week there were 126 new registrations, 1202 condoms issues, 32 Chlamydia screens issued. The c-card was launched mid July which involved schools and community outlets. Risk and Resilience Board have completed an audit to identify training needs of young people's workforce. A Sex and Relationships Education (SRE) training package is under development for roll out in September (core and enhanced offer). Funding has been agreed for a young persons contraceptive nurse and options counsellor, to be operational within Contraception and Sexual Health (CaSH) services.
- 3.3.6 A further priority within the theme of health city was to enable everyone, regardless of the vulnerability they experience through age or disability to be supported to live independently in accommodation of their own choice including their own home. 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 - which can be taken as 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 a significant improvement in the percentage of people receiving Personal Budgets from 7.4% to 31.8% of all customers with ongoing plans in the 12 month periods ending Mar-10 and Mar-11 (NI 130).
- 3.3.7 Another improvement in the care management model was accelerated access of customers with low-level needs to small items of equipment. The re-designed model means such cases are reviewed by technical staff in the Council's Care & Support division, rather than social workers, freeing up social workers time to focus on the cases of customers with more complex needs. However this change impacts on the way that the indicator is calculated and in this case 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, the impact on the performance outturn by the change of classification should be noted. There were 1,893/100,000 (5,346 people) adult population supported to live independently at the end of March 2011.

### 3.4 LAA theme – Developing High Quality Places to Live

3.4.1 Within the LAA there was recognition that there are many interconnected factors that impact on quality of life and the desirability of the city as a place to live. The LAA reflected a vision of Sunderland as a place in which people will choose to live by highlighting the creation of a high quality environment that included a housing offer that meets the needs of local people and potential inward migrants and the clean, safe streets that people regularly identified as priorities.

3.4.2 The potential to stimulate growth in the local economy was considered with in LAA to be dependent on the availability of skilled and productive people. Plans to create a highly desirable city that would attract visitors, residents and investors was central to the aim of the LAA to increase prosperity and reduce deprivation.

3.4.3 The below table gives an overview of key performance indicators for the theme of Quality Places to Live (excluding indicators dropped or no longer measured nationally or locally during 2010/11).

NI Ref	Description	March 2010	March 2011 or latest	Trend	Target 2010/11	On Target?
NI019	Rate of proven re-offending by young offenders	0.81	0.98	▼	1.06	✓
NI020	Assault with injury crime rate	7.5	6.45	▲	8.67	✓
NI030	Re-offending rate of prolific and priority offenders	-33	-45	▲	-17	✓
NI032	Repeat incidents of domestic violence	33.96%	20%	▲	30%	✓
NI038	Drug-related (Class A) offending rate	1.17	1	▲	0.97	✗
NI154	Net additional homes provided	384	371	▼	350	✓
NI159	Supply of ready to develop housing sites	120%	120%	◀▶	100%	✓
NI175a	% households within 20 minutes of closest secondary school	100%	100%	◀▶	100%	✓
NI175b	% of households within 20 minutes of closest primary school	100%	100%	◀▶	100%	✓
NI175c	% of households within 30 minutes of closest A&E hospital	87.10%	86.50%	▼	88.2%	✗
NI175d	% of households within 20 minutes of closest GP surgery	99.70%	100%	▲	99.8%	✓

NI175e	% of households within 40 minutes of specific employment sites – Doxford	87.80%	91%	▲	86.9%	✓
NI175f	% of households within 40 minutes of specific employment sites – Nissan	79.20%	75.90%	▼	70.8%	✓
NI175g	% of households within 40 minutes of specific employment sites – Pattinson	77.20%	87%	▲	83.7%	✓
NI175h	% of households within 40 minutes of specific employment sites - City Centre	84.50%	84.20%	▼	89.7%	✗
NI192	Percentage of household waste sent for reuse, recycling and composting	27.23%	31.21%	▲	32%	✗

3.4.4 A key aspect of the theme of high quality places to live is the provision / development of good quality modern, affordable family homes accessible to local services and increasing the numbers of executive homes in high quality environments that will appeal to high income earners. Key to this is supply in terms of both actually numbers of houses as well as the availability of ready to develop housing sites. At the end of 2010/11 21 more houses had been delivered than originally anticipated (i.e. the target) and the availability of ready to develop housing sites remained stable and on target. 2010/11 targets for access to services and facilities (NI175a-h) have been met in relation to closest secondary school, closest primary school, closest GP surgery and specific employment sites other than the city centre. Performance for closest A&E is marginally under the target at 86.5% against a target of 88.20%.

3.4.5 Creating a high quality places to live requires an environment in which people feel, and are, safe from crime. At the end of 2011 performance showed substantial reductions in recorded crime, ranging from a 1.9% reduction in serious violent crime to a 41% reduction in vehicle interference. Total crime reduced by 8% which equates to 1,637 fewer victims of crime. The target for assault with injury crime rate was achieved with the rate reduced from 7.5 as at March 2010 to 6.45 as at March 2011. LAA targets were met for reducing re-offending across both adults and youths. There was a 17.3% reduction against the national three year target of 10.1% for youth re-offending (NI 19) and this has been achieved through a reducing re-offending strategy aimed at tackling the risk factors that national research has shown to be linked to offending. The latest available re-offending data for Prolific and Priority Offenders (NI 30) is based on Q3 2010 -11 and is within target. A number of positive actions have been taken to address adult re-offending including targeting of high crime causers.

#### 4.0 National and Local Corporate Health Indicators

4.1 In addition to an overview of performance against the Local Area Agreement a basket of 'Corporate Health' indicators including (former) national and local performance indicators that reflect the corporate responsibilities of the Local Authority in respect of efficiency, customer focus and value for money, have been

reported to Management Scrutiny Committee during 2010/11. A full overview of these indicators can be found at appendix 1.

In summary:

- 4.2 The council continues to perform well in respect of percentage of council tax collected and timeliness of payment of invoices. It also continues to perform well in respect of time take to process Housing Benefit and Council Tax Benefit
- 4.3 The council is performing well against corporate indicators for equality in relation to top earners with an improvement in the top 5% of earners that are women and from an ethnic minority, though disability continues to be below target. The percentage of overall employees from an ethnic minority is, however, below target as is the percentage of employees declaring that they meet the Disability Discrimination Act. These indicators are affected by staff turnover, and also staff declaring themselves disabled. However, staff turnover has been in decline as a result of the current economic climate.
- 4.4 Following the need for the council to make significant efficiencies, it was agreed that the council would not request an external assessment to seek level 1 'Excellence' against the Equality framework for Local Government. Instead, to support improvement planning for equalities a self assessment activity was conducted internally and following a robust self assessment process the conclusion was that the evidence supported the council remaining stable at level 2 'Achieving'.
- 4.5 Sickness rates have also improved year on year and are now just marginally below target at 10.25 against a target of 10.20.

## **5.0 Recommendation**

- 5.1 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.

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## Report Key

This is the level of performance at 31<sup>st</sup> March 2010 or latest available during 2009/2010. A question mark means that information is not available

This is the level of performance at 31<sup>st</sup> March 2011 or latest available during 2010/2011. 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  
? = target not set

Performance Indicator	March 2010 Latest Data	March 2011 or Latest Data	Are we improving?	Target	Have we achieved the target?	Commentary
Total number of enquiries (libraries) (LPI010)	159,052.00	169,147.00	✓	155,000.00	★	Performance output above target at end of year
Number of active borrowers per 1,000 population (LPI013)	181.00	167.30	✗	180.00	▲	There is an ongoing programme to encourage active borrowing and reading including continued development of reading groups, author visits and promotions such as World Book Day and National Children's Book Week.

This is a comparison of March 2010 performance against March 2011 performance. The symbols mean:

Performance has improved



Performance is stable



Performance has declined



Information is not available



The traffic light is a comparison of performance at 31<sup>st</sup> March 2011 against the target. The symbols mean:

The target has been achieved



Performance is within 5% of the target



The target has not been achieved



Not applicable due to no target being set



## Management - Performance Overview

Performance Indicator	March 2010 Latest Data	March 2010 or Latest Data	Are we improving?	Target	Have we achieved the target?	Commentary
The percentage of invoices for commercial goods and services which were paid by the authority within 30 days (BV008)	97.25 %	97.35 %		97.30 %		An improvement over the previous year and above target.
Percentage of Council Tax collected (BV009)	97.00 %	97.50 %		97.30 %		An improvement over the previous year and above target.
The percentage of non-domestic rates that were collected by the authority (BV010)	98.20 %	98.80 %		98.20 %		An improvement over the previous year and above target.
The percentage of top 5% of earners that are women (BV011a)	45.05 %	49.38 %		45.05 %		An improvement over the previous year and on target.
The percentage of top 5% of earners from black and minority ethnic communities (BV011b)	2.52 %	2.54 %		2.52 %		An improvement over the previous year and on target.
% of the top paid 5% of staff who have a disability. (excluding those in maintained schools.) (BV011c)	1.79 %	1.44 %		1.79 %		This indicator is affected by staff turnover and also 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 council demographics. As part of the next employee survey, staff will be encouraged to declare any disabilities not previously declared.
The number of working days/shifts lost due to sickness absence (BV012)	11.44	10.25		10.20		A year on year improvement, although slightly above target for the year.
The percentage of employees retiring early (excluding ill-health retirements) (BV014)	0.73 %	0.83 %		0.73 %		This indicator is affected by the degree of organisational change. This will continue over the next year as the Organisation implements the Sunderland Way of Working and Business Transformation Programme.
The percentage of employees retiring on grounds of ill health (BV015)	0.14 %	0.15 %		0.14 %		There are strict criteria under the pension regulations that need to be met for someone to qualify for ill health retirement which includes an assessment by an independent Occupational Health Physician. The numbers of ill health retirements will be entirely dependent upon an employee's health condition and whether they have been independently assessed as meeting the criteria for ill health retirement.
The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition (BV016a)	2.12 %	1.97 %	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)	1.30 %	1.07 %	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	0.19		0.24		The average caseload has increased since 2009/2010 by 847. As this indicator is calculated per 1,000 caseload, any increase in caseload has an impact on the outturn. The number of investigators reduced by 2 due to meeting budget reductions. In addition to this, the manager was seconded to another department for 6 months. This post was covered by 2 part-time members of staff acting up and therefore not carrying out investigations.  BV076 is no longer collected after 2010/11.
The number of fraud investigations per 1000 caseload (BV076c)	32.59	25.11		32.50		As above.
The number of prosecutions and sanctions made per 1000 caseload (BV076d)	4.45	3.60		4.43		As above.

Performance Indicator	March 2010 Latest Data	March 2010 or Latest Data	Are we improving?	Target	Have we achieved the target?	Commentary
The average number of days taken for processing new housing benefit claims (BV078a)	18.00	17.71	✓	19.50	★	An improvement over the previous year and on target.
Average number of days taken to process notifications of changes of circumstance to housing benefit claims (BV078b)	5.15	5.06	✓	6.50	★	An improvement over the previous year and on target.
The percentage of cases for which the calculation of the amount of housing benefit due was correct (BV079a)	99.80 %	99.80 %	➡	99.80 %	★	An improvement over the previous year and on target.
The percentage of housing benefit overpayments recovered as a % of HB deemed recoverable overpayments (BV079bi)	82.23 %	78.57 %	✗	80.00 %	●	<p>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> <p>The authority has recovered an additional 2% of outstanding money back from tenants and landlords compared to 2009/2010, although the overall amount of overpayment has also increased by 6.7%. The authority will also continue to reduce the time it takes to process change of circumstances in order to help reduce overpayments.</p> <p>Figures were not provided for February 2011 due to software problems which meant that reports could not be produced.</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)	43.14 %	37.76 %	✗	41.00 %	▲	As above.
The percentage of housing benefit overpayments written off (BV079biii)	4.05 %	4.35 %	✗	6.00 %	★	As above.
The number of changes to customers HB/CTB benefit entitlement processed per 1000 caseload (NI180)	2,501.90	921.10	✗	958.30	●	Data relates to November 2010. The Department for Work & Pensions have confirmed that data will no longer be available after this date.
The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit (NI181)	6.56	6.06	✓	8.00	★	An improvement over the previous year and on target.
Level of Equality on a scale of 1 to 3 \n \n1= Developing \n2=Achieving \n3=Excellent (LPI017)	Achieving	Achieving	➡	Excellent	▲	<p>The Equality Framework for Local Government is an assessment against five performance elements to arrive at an overall rating of either 'Developing', 'Achieving' or 'Excellent'. During 2010/11, the authority was rated as 'Achieving' based on the following assessment:</p> <p>Knowing your Community and Equality Mapping - Weak  Place Shaping, Leadership, Partnership and Organisational Commitment - Good  Community Engagement and Satisfaction - Very Good  Responsive Services and Customer Care - Excellent  Modern and Diverse Workforce - Very Good</p>

# MANAGEMENT SCRUTINY COMMITTEE

## SCRUTINY COMMITTEES WORK PROGRAMMES FOR 2011-12

REPORT OF THE CHIEF EXECUTIVE

15 September 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 2011/12 and provides an opportunity to review the Committee's own work programme for 2011/12.

### 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.

### 5. Recommendation

- 5.1 That the Committee notes the variations to the Scrutiny Committees Work Programmes for 2011-12 and to its own work programme.



## 6. Background Papers

Scrutiny Committee Agendas – September 2011 cycle of meetings.

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	JUNE 9.6.11	JULY 21.7.11	SEPTEMBER 8.9.11	OCTOBER 20.10.11	DECEMBER 8.12.11	DECEMBER TBC	JANUARY 12.1.12	FEBRUARY 23.2.12	APRIL 5.4.12
<b>Cabinet Referrals and Responses</b>		Article 4: Youth Justice Plan 2011/12 (JH/GK)	Cabinet Response to 2010/11 Policy Review – Learning at Work (NC)  Article 4: CYPP Annual Report			Evidence Gathering Meeting			Article 4: CYPP Update
<b>Policy Review</b>	Proposals for policy review (NC)	Scope of review (NC)	Approach to the Review (NC)	Update on Policy Review (NC)	Policy Review – Update		Policy Review	Policy Review – Update	Policy Review – Draft Report
<b>Performance</b>	Looked After Children and the Court System (MB)  Youth Commissioned Contracts (SM)	Schools Performance - Termly Report (MF)  Breaks for Carers of Disabled Children (KP)	Provisional KS Results (MF/AB)  Performance & VfM Annual Report (BS)  Monitoring of Scrutiny Recommendations (NC)	Complaints Annual Report 11/12 (BS)  SSCB Annual Report and Business Plan (JV)  New Ofsted Inspection Framework (MF)	Ofsted Annual Children's Services Assessment (BS)  Schools Performance – Termly Report (MF)  Performance Q2 April – Sept (BS)			Attainment of C&YP (MF)  Outcomes of Annual Inspection of Children's Services (ofsted) (BS)	Schools Performance – Termly Report (MF)
<b>Scrutiny</b>	Work Programme 2011/12 (NC)  Forward Plan (NC)  Safe & Sustainable Consultation: Children's Heart Services (NC)	Work Programme 2011/12 (NC)  Forward Plan (NC)	Work Programme 2011/12 (NC)  Forward Plan (NC)	Work Programme 2011/12 (NC)  Forward Plan (NC)	Work Programme 2011/12 (NC)  Forward Plan (NC)		Library Plan (JH)  Corporate Parenting Annual Report (MB)  Work Programme 2011/12 (NC)  Forward Plan (NC)	Work Programme 2011/12 (NC)  Forward Plan (NC)	Scrutiny Annual Report (NC)  Work Programme 2011/12 (NC)  Forward Plan (NC)
<b>CCFA/Members items/Petitions</b>									

To be scheduled: Behaviour & Attendance Strategy  
School Place Planning  
Young People's Housing Options  
Contact, Referral and Assessment Arrangements – Action Plan  
Teenage Pregnancy

COMMUNITY AND SAFER CITY SCRUTINY COMMITTEE WORK PROGRAMME 2011-12

	JUNE 07.06.11	JULY 19.07.11	SEPTEMBER 06.9.11	OCTOBER 18.10.11	DECEMBER 06.12.11	JANUARY 10.01.12	FEBRUARY 21.02.12	APRIL 03.04.12
<b>Cabinet Referrals and Responses</b>			Response to the 10/11 Policy Review – Alcohol, Violence and the Night Time Economy (JD)					
<b>Policy Review</b>	Annual Work Programme and Policy Review 2011/2012 (JD)	Policy Review - Scoping Report (JD)	Policy Review – Scene Setting (JD)	Policy Review - Evidence Gathering (JD)	Policy Review – Evidence Gathering (JD)	Policy Review – Evidence Gathering (JD)	Policy Review Progress Report (JD)	Policy Review: Final Report (JD)
<b>Scrutiny</b>			Performance Report (Gillian Robinson) Progress on Past Recommendations (JD)			Performance Q2/ Policy Review Progress ()		Performance Q3/ (Gillian Robinson)
<b>Scrutiny (Performance)</b>	Food Law Enforcement (Norma Johnston)  Forward Plan (SA)	Police Reform and Social Responsibility Bill - Update (Stuart Douglass)  Drug Misuse – Update (Leanne Davis)  Work Programme (SA)  Forward Plan (SA)	Work Programme (SA)  Forward Plan (SA)	Emergency Planning (Barry Frost)  Neighbourhood Helpline (LSL)  Work Programme (SA)  Forward Plan (SA)	Work Programme (SA)  Forward Plan (SA)	Work Programme (SA)  Forward Plan (SA)	Work Programme (SA)  Forward Plan (SA)	Work Programme (SA)  Forward Plan (SA)
<b>CCFA/Members items/Petitions</b>								

Environment and Attractive City Scrutiny Committee 2011/12

	JUNE 13.06.11	JULY 25.07.11	SEPTEMBER 12.9.11	OCTOBER 24.10.11	DECEMBER 12.12.11	JANUARY 16.01.12	FEBRUARY 27.02.12	APRIL 02.04.12
<b>Cabinet- Referrals and Responses</b>			Response to the 10/11 Policy Review – Sunderland 'the Place'					
<b>Policy Review</b>	Annual Work Programme and Policy Review (HL)	Scoping Report and Setting the Scene (HL/Les Clark)	Approach to the Review (HL)	Low Carbon Public Transport (Nexus)	Exploring the Low Carbon Vehicle Market (Les Clark)  Policy Review Progress Report (HL)	Procurement of Low Carbon Vehicles (TBC)  Cost Benefit Analysis (HL)	Policy Review Progress Report (HL)	Policy Review: Final Report (HL)
<b>Performance</b>			Performance Q1 (Kelly Davison-Pullan)  Policy Review Recommendations: Performance (HL)			Performance Q2 (Mike Lowe)  Policy Review Progress (HL)		Performance Q3 (Mike Lowe)
<b>Scrutiny</b>	Seaburn Masterplan and Design Code (Keith Lowes)  Forward Plan (SA)	Highways Maintenance (Graham Carr)  Preliminary Flood Risk Assessment (Neil Cole)  Work Programme (SA)  Forward Plan (SA)	Public Conveniences (Les Clark)  Work Programme (SA)  Forward Plan (SA)	Public Transport (Nexus)  Waste Management (Les Clark)  Strategic Housing Land Availability Assessment (Neil Cole)  Employment Land Review (Neil Cole)  Work Programme (SA)  Forward Plan (SA)	Local Development Framework – Annual Update (Neil Cole)  LDF Core Strategy (Neil Cole)  Work Programme (SA)  Forward Plan (SA)	Delegated Decisions (TBC)  Work Programme (SA)  Forward Plan (SA)	Flood Planning Annual Report (TBC)  Work Programme (SA)  Forward Plan (SA)	Draft Scrutiny Annual Report (HL)  Street Lighting Annual Update (Graham Carr/Aurora)  Work Programme (SA)  Forward Plan (SA)
<b>CCFA/Members items/Petitions</b>	Request for Inclusion of an Item - Planning Applications (HL)							

HEALTH AND WELL-BEING SCRUTINY COMMITTEE WORK PROGRAMME 2011-12

	<b>JUNE</b> 08.06.11	<b>JULY</b> 19.07.11	<b>SEPTEMBER</b> 7.09.11	<b>OCTOBER</b> 19.10.11	<b>DECEMBER</b> 07.12.11	<b>JANUARY</b> 11.01.12	<b>FEBRUARY</b> 22.02.12	<b>APRIL</b> 4.04.12
<b>Cabinet Referrals &amp; Responses</b>			Cabinet Response to 2010/11 Hospital Food & Veterans Policy Reviews		Policy Review: Evidence Gathering Day			Policy Review: Community Event
<b>Policy Review</b>	Work Programme & Policy Review – Hospital Discharge & Reablement (KB)	Scope of Policy Review (KJB)	Endorse coopted representation  Setting the Scene – Hospital Discharge  Monitoring Action Plans: Dementia, Home Care, Health Inequalities	Evidence Gathering		Evidence Gathering	Evidence Gathering	
<b>Performance</b>			Q1 Performance Report (SL)			Q2 Performance (SL)  Draft Quality Accounts		
<b>Scrutiny</b>	Safe and Sustainable: Consultation (KB)  Integrated Strategic & Operational Plan (STPCT)  Health & Well-Being Board (NR)	Campus Completion Programme (PCT/NTW)  Training Standards Care Homes (GK)		Meals at Home Service (PC)  Procurement of social care for adults with a learning disability – progress report (SL)		Safe and Sustainable outcome of consultation	Quality Standards Care Homes (SL)	
<b>CCfA/Members items/Petitions</b>		Request to attend conferences  Feedback from visit to Wearmouth View	JHOSC representation	Feedback Conferences				

PROSPERITY AND ECONOMIC DEVELOPMENT SCRUTINY COMMITTEE WORK PROGRAMME 2011-12

	<b>JUNE 07.06.11</b>	<b>JULY 19.07.11</b>	<b>SEPTEMBER 06.9.11</b>	<b>OCTOBER 18.10.11</b>	<b>DECEMBER 06.12.11</b>	<b>JANUARY 10.01.12</b>	<b>FEBRUARY 21.02.12</b>	<b>APRIL 03.04.12</b>
<b>Cabinet referrals and responses</b>			Response to the 10/11 Policy Review – Low Carbon Economy					
<b>Policy Review</b>	Annual Work Programme and Policy Review 2011/2012 (JD)	Policy Review - Scoping Report (JD)  Policy Review – Scene Setting (JD)	Policy Review – Evidence Gathering (JD)  Visit to Port (JD)	Policy Review - Evidence Gathering (JD)	Policy Review – Evidence Gathering (JD)	Policy Review – Evidence Gathering (JD)	Policy Review Progress Report (JD)	Policy Review: Final Report (JD)
<b>Performance</b>			Performance Q1 (Mike Lowe)  Progress on Previous Policy Reviews (JD)			Performance Q2/ Policy Review Progress (Gillian Robinson)		Performance Q3/ (Gillian Robinson)
<b>Scrutiny</b>	City Centre Improvement Programme – Support for Business(GF)  Seaburn Masterplan (KL)  Forward Plan (SA)	Work Programme (JD)  Forward Plan (JD)	Work Programme (JD)  Forward Plan (JD)	Sub National Economic Development (Vince Taylor)  Work Programme (JD)  Forward Plan (JD)	North East Chamber of Commerce (Andrew Sugden)  Work Programme (JD)  Forward Plan (JD)	Low Carbon Economy – Marketing and Communication Strategy (JP)  Low Carbon Economy - Role of Small Businesses (JS)  Work Programme (JD)  Forward Plan (JD)	Work Programme (JD)  Forward Plan (JD)	Work Programme (JD)  Forward Plan (JD)
<b>CCFA/Members items/Petitions</b>								

**SUSTAINABLE COMMUNITIES SCRUTINY COMMITTEE WORK PROGRAMME 2011-12**

	<b>JUNE 14.06.11</b>	<b>JULY 26.07.11</b>	<b>SEPTEMBER 13.09.11</b>	<b>OCTOBER 25.10.11</b>	<b>DECEMBER 13.12.11</b>	<b>JANUARY 17.01.12</b>	<b>FEBRUARY 28.02.12</b>	<b>APRIL 17.04.12</b>
<b>Cabinet- Referrals and Responses</b>			Response to the 10/11 Policy Review – Role of Culture in Supporting Sustainable Communities (Cllr Kelly)					
<b>Policy Review</b>	Annual Work Programme and Policy Review 2011/2012 (HL)	Policy Review – Scoping (HL)  Scene Setting (JDG/VF)	Approach to the Policy Review (HL)	Evidence Gathering (TBC)	Evidence Gathering (TBC)	Evidence Gathering (TBC)	Evidence Gathering (TBC)	Policy Review: Final Report (HL)
<b>Performance</b>			Performance Q4 (KDP)  Policy Review Progress (HL)			Performance		Performance  Policy Review Progress (HL)
<b>Scrutiny</b>	Housing Allocations Policy (AC)  Forward Plan (HL)	Private Sector Enforcement Policy 2010/11 – Update (AC)  Work Programme (HW)  Forward Plan (HW)	Empty Property Strategy (AC)  Work Programme (HW)  Forward Plan (HW)	Annual Heritage Report (JH)  Empire Theatre Annual Report (JH)  Hostel Plan (AC)  Work Programme (HW)  Forward Plan (HW)	Community Development Service and VCS Annual Report (JDG)  Enabling Independence Strategy Update (AC)  Work Programme (HW)  Forward Plan (HW)	Cultural Strategy (CDA)  Low Carbon Homes (AC)  Work Programme (HW)  Forward Plan (HW)	Built Heritage (ML)  Work Programme (HW)  Forward Plan (HW)	Work Programme (SA)  Forward Plan (HL)
<b>CCFA/ Members items/Petitions</b>								

REASON FOR INCLUSION	JUNE 16.6.11	JULY 14.7.11	SEPTEMBER 15.9.11	OCTOBER 13.10.11	NOVEMBER 10.11.11	DECEMBER 15.12.11	JANUARY 19.1.12	FEBRUARY 16.2.12	MARCH 15.3.12	APRIL 19.4.12
<b>Cabinet Referrals and Responses</b>		Revenue & Capital Budget Variations 1 <sup>st</sup> Q – 2011/12 (ST)	Response to the 10/11 Policy Review – Smarter Working (NC)	Proposal for Budget Consultation 2012/13 (ST)  Budget Planning Framework 2012/13 (ST)	Revenue & Capital Budget Variations 2 <sup>nd</sup> Q (ST)		Council Tax Base 2012/13 (ST)  Revenue & Capital Budget Variations 3 <sup>rd</sup> Q (ST)  Provisional Budget Proposals 2012/13 (ST)	Budget & Service Reports - Collection Fund 11/12 - Revenue Budget & Proposed Council Tax 11/12 - Capital Programme 12/13		
<b>Policy Review</b>	Proposals for Policy Review (NC)	Scoping Paper for Policy Review (NC)	Approach & Setting the Scene Policy Reviews (NC)							
<b>Performance</b>	Service Planning Arrangements for 2012/13 (JB)		Performance & VfM Assessment (SR)				Performance Management Q2 (SR)		Annual Audit Letter (moved from February due to budget focus of meeting)	Performance Management (Q3) (SR)
<b>Scrutiny</b>	Forward Plan (NC)  Work Programme (NC)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)  CfPS Conference Feedback (HL)  Annual Scrutiny Conference Feedback (SA)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)  LSP Annual Report (JM)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)	Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)	Draft Annual Report (NC)  Forward Plan (NC)  Work Programmes of all Scrutiny Committees (NC)
<b>CCFA/Members items/Petitions</b>										



# MANAGEMENT SCRUTINY COMMITTEE

## FORWARD PLAN – KEY DECISIONS FOR THE PERIOD 1 SEPTEMBER 2011 – 31 DECEMBER 2011

REPORT OF THE CHIEF EXECUTIVE

15 SEPTEMBER 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 September 2011 – 31 December 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.
- 2.2 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 September 2011 – 31 December 2011 is attached marked **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 September 2011 – 31 December 2011.

#### **5. Background Papers**

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

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**Forward Plan -  
Key Decisions for  
the period  
01/Sep/2011 to  
31/Dec/2011**



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

**12<sup>th</sup> August 2011**

## Forward Plan: Key Decisions from - 01/Sep/2011 to 31/Dec/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
01518	Acquisition of site - Sheepfolds Industrial Estate, Sunderland.	Cabinet	07/Sep/2011	Head of Law and Governance, Head of Financial Resources, Head of Planning and Environment	Email and Report	In writing to contact officer by 19 August - Management Scrutiny Committee	Cabinet Report	Nick Wood	5612631
01438	To agree the Social Care Contributions Policy for Personalisation	Cabinet	07/Sep/2011	Cabinet, Service Users and Ward Members, Portfolio Holders	Briefings and /or meetings with interested parties	via the Contact Officer by 19 August - Health and Wellbeing Scrutiny Committee	Report	Neil Revely	5661880
01487	To approve and adopt the Internal Waste Plan	Cabinet	07/Sep/2011	All Council Directorates	Circulation of draft cabinet paper and the draft Internal Waste Plan document.	To the contact officer by 19 August 2011 - Sustainable Communities Scrutiny Committee.	Internal Waste Plan and accompanying Cabinet Report	David Henry	5612434

## Forward Plan: Key Decisions from - 01/Sep/2011 to 31/Dec/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
01400	To agree the Access to Housing Project - Allocations Policy	Cabinet	07/Sep/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 19 August - Sustainable Communities Scrutiny Committee	Report and supporting papers	Alan Caddick	5662690
01523	To approve the Family and Friends Care statutory policy, which sets out the Council's arrangements for kinship carers and the support they can access. The policy is required to be in place by 30 September 2011	Cabinet	07/Sep/2011	Carers, Children's Services Officers	meeting with officers, carers and families and distribution of draft policy	To the contact officer by 25 August 2011 - Children, Young People and Learning Scrutiny Committee	Statutory Guidance and associated guidance, samples of other LA policies	Michael Elsy	5617416
01519	To recommend Council to approve the annual report on the delivery of the Children and Young People's Plan (10/11)	Cabinet	07/Sep/2011	Children's Trust partners, Elected Members	Meetings with partners, circulation of report drafts	To the contact officer by 25 August 2011 - Children, Young People and Learning Scrutiny Committee	CYPP 2010-2013	John Markall	5661866

## Forward Plan: Key Decisions from - 01/Sep/2011 to 31/Dec/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
01520	To recommend that Council receive and approve the Youth Justice Plan 2012	Cabinet	07/Sep/2011	Youth Offending Service Board, Scrutiny Committee, Children's Trust	Meetings, draft plan	To the contact officer by 25 August 2011 - Children, Young People and Learning Scrutiny Committee	YJB Guidance, Sunderland Strategy, CIP	Kelly Davison-Pullan	5611470
01515	To agree Procurement for First Tier Welfare Rights Service and to award contract from April 2012.	Cabinet	05/Oct/2011	Cabinet, Service Users and Ward Members, Portfolio Holders.	Briefings and /or meetings with interested parties	Via the Contact Officer by 20 September 2011 - Health and Wellbeing Scrutiny Committee.	Report and supporting papers	Graham King	5661894
01510	To consider any key decisions arising from the Revenue Budget Second Quarterly Review 2011/2012	Cabinet	05/Oct/2011	Directors and third parties affected by the virement proposals	Report will be made available on the Intranet and e-mailed to Directors	By telephone to the Contact Officer by the end of September - Management Scrutiny Committee	None	Sonia Tognarelli	5611851

## Forward Plan: Key Decisions from - 01/Sep/2011 to 31/Dec/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	05/Oct/2011	Portfolio Holder for Attractive and Inclusive City; Nexus; Appropriate Chief Officers	Briefings; Meetings; e-mails	Via the contact officer by 20 September - Environmental and Attractive City Scrutiny Committee	Cabinet Report	Bob Donaldson	5611517
01511	To consider any key decisions arising from the Capital Programme and Treasury Management Second Quarterly Review 2011/2012	Cabinet	05/Oct/2011	Directors and third parties affected by the virement proposals	Report will be made available on the Intranet and e-mailed to Directors	By telephone to the Contact Officer by the end of September Management Scrutiny Committee	None	Sonia Tognarelli	5611851
01522	To approve the Breaks for Carers of Disabled Children Statement prior to publication on the Council's website by 31 October 2011	Cabinet	05/Oct/2011	children and young people, parents, carers, Children's Trust, Scrutiny Committee,	Meetings	To the contact officer by 23 September 2011 - Children, Young People and Learning Scrutiny Committee	Children Act 1989, Breaks for Carers of Disabled Children Regulations 2011	Karen Parry	566 2190

## Forward Plan: Key Decisions from - 01/Sep/2011 to 31/Dec/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
01521	To agree the Empty Homes Area Action Plans.	Cabinet	05/Oct/2011	Cabinet, Service Users and Carer Groups, Portfolio Holder, Adult Services Staff, Health Partners	Briefings and /or meetings with interested parties	Via the Contact Officer by 20 September 2011 - Sustainable Communities Scrutiny Committee	Report	Alan Caddick	5662690